

OVERVIEW (AUDIT) PANEL

Day: Monday
Date: 18 July 2016
Time: 2.00 pm
Place: Lesser Hall - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Panel.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of the Panel.	
3.	MINUTES The Minutes of the meeting of the Overview (Audit) Panel held on 23 November 2016 to be signed by the Chair as a correct record (Minutes attached).	1 - 2
4.	GRANT THORNTON - ASSURANCE FROM OVERVIEW (AUDIT) PANEL CHAIR AND MANAGEMENT 2015/16 To consider a report of the Assistant Executive Director (Finance).	3 - 16
5.	SCRUTINY REPORT - VICTIM BASED CRIME To consider a report of the Statutory and External Partners Scrutiny Panel and the Deputy Executive Leader.	17 - 38
6.	SCRUTINY ANNUAL REPORT 2015/16 To consider a report of the Executive Director Governance, Resources and Pensions.	39 - 44
7.	SCRUTINY ANNUAL WORK PROGRAMME 2016/17 To consider a report of the Executive Director Governance, Resources and Pensions.	45 - 56
8.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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OVERVIEW (AUDIT) PANEL

Monday, 23 November 2015

Commenced: 2.00 pm

Terminated: 2.20 pm

Present: Councillors Ricci (Chair), I Miah (Deputy Chair), Bailey, Fairfoull, J Fitzpatrick and Welsh

Apologies for Absence: Councillors Kitchen, Peet, K Quinn and Taylor

18. DECLARATIONS OF INTEREST

There were no declarations of interest.

19. MINUTES

The Minutes of the meeting of the Overview (Audit) Panel held on 21 September 2015 were signed as a correct record.

20. SCRUTINY REPORTS

a) Mental Health Pathways

Consideration was given to the outcome of the review of Mental Health Pathways, which explored how the Council and health partners were working to develop an integrated approach towards care planning and to improve the equality of access to mental health services in the borough.

The Executive response of the Executive Member, Adult Social Care and Wellbeing and the report of the Statutory and External Partners Scrutiny Panel were appended to the report.

RESOLVED

That the report and executive response be noted.

b) Impact of Alcohol

Consideration was given to the outcome of the review of the Impact of Alcohol, which explored how the Council and health partners could reduce the impact of alcohol by improving the effectiveness and awareness of services to promote health and wellbeing across the borough.

The Executive response of the Executive Member, Health and Neighbourhoods and the report of the Statutory and External Partners Scrutiny Panel were appended to the report.

RESOLVED

That the report and executive response be noted.

c) Housing Strategy-Empty Homes

Consideration was given to the outcome of the review of Housing Strategy-Empty Homes, which examined the impact of the Council's approach to empty homes in the borough including the effectiveness of initiatives which bring empty homes back into use.

The Executive response of the Executive Member, Learning, Skills and Economic Growth and the report of the Place Scrutiny Panel were appended to the report.

RESOLVED

That the report and executive response be noted.

d) Grounds Maintenance

Consideration was given to the outcome of the review of Grounds Maintenance, which explored the effectiveness of a sustainable approach to grounds maintenance and the impact that an increase in volunteers and community groups has had on the borough.

The Executive response of the Executive Member, Transport and Land Use and the report of the Place Scrutiny Panel were appended to the report.

RESOLVED



That the report and executive response be noted.

21. URGENT ITEMS

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

CHAIR

Agenda Item 4.

Report To:	OVERVIEW (AUDIT) PANEL
Date:	18 July 2016
Reporting Officer:	Ian Duncan – Assistant Executive Director (Finance) Wendy Poole – Head of Risk Management and Audit Services
Subject:	GRANT THORNTON – ASSURANCE FROM OVERVIEW (AUDIT) PANEL CHAIR AND MANAGEMENT 2015/2016
Report Summary:	Grant Thornton as part of their risk assessment procedures are required to obtain an understanding of management processes in relation to fraud risk assessment, laws and regulations and going concern considerations as part of their annual audit. The report presents the response to the letters and questionnaires received from Grant Thornton for consideration by the Panel ahead of the document being signed by the Chair of the Panel and the Assistant Executive Director (Finance).
Recommendations:	That Members comment and challenge the responses detailed in Appendices A and B, so that the schedule can be signed by both the Chair of the Overview (Audit) Panel and the Assistant Executive Director (Resources) ahead of it being provided to Grant Thornton.
Links to Community Strategy:	Demonstrates proper Corporate Governance.
Policy Implications:	External audit of the Council supports the achievement of Council objectives and demonstrates a commitment to high standards of corporate governance.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications.
Legal Implications: (Authorised by the Borough Solicitor)	Demonstrates compliance with the Accounts and Audit Regulations 2015.
Risk Management:	Ensuring that the Council meets the required standards in terms of management assurance in relation to fraud risk assessment, laws and regulations and going concern considerations supports corporate governance objectives and ensures risk is minimised.
Access to Information:	The background papers can be obtained from the author of the report, Wendy Poole, Head of Risk Management and Audit Services by:  Telephone: 0161 342 3846  e-mail: wendy.poole@tameside.gov.uk

1. INTRODUCTION

- 1.1 To comply with International Auditing Standards, Grant Thornton need to establish an understanding of the management processes in place to prevent and detect fraud and to ensure compliance with the law and regulation. They are also required to make inquiries of both management and the Governing Body as to their knowledge of any actual, suspected or alleged fraud.
- 1.2 International Auditing Standards also place certain obligations on auditors to document management's view on some key areas affecting the financial statements.
- 1.3 The three specific areas covered are Fraud Risk Assessment, Law and Regulation and Going Concern Considerations.

2. ASSURANCE FROM OVERVIEW (AUDIT) PANEL CHAIR AND MANAGEMENT

- 2.1 A letter was sent to the Chair of the Overview (Audit) Panel requesting responses to a number of questions as follows:
 - How does the Council oversee management's processes in relation to:
 - carrying out an assessment of the risk the financial statements may be materially misstated due to fraud or error
 - identifying and responding to the risk of breaches of internal control
 - identifying and responding to risks of fraud in the Council (including any specific risks of fraud which management have identified or that have been brought to its attention, or classes of transactions, account balances, or disclosure for which a risk of fraud is likely to exist)
 - communicating to employees its views on appropriate business practice and ethical behaviour (for example by updating, communicating and monitoring against the codes of conduct)?
 - Do you have knowledge of any actual, suspected or alleged frauds? If so, please provide details.
 - How does the Council gain assurance that all relevant laws and regulations have been complied with?
 - Are you aware of any actual or potential litigation or claims that would affect the financial statements?
 - How does the Council gain assurance over its ability to continue as a going concern?
- 2.2 A letter was also sent to the Assistant Executive Director (Finance) requesting responses to a number of questions.
- 2.3 A detailed schedule of questions was provided with each letter which explores the areas above in more detail and these have been completed and are attached at **Appendices A** and **B**.
- 2.4 Grant Thornton have requested that the responses to the questions shown in the appendices are discussed at this meeting.

3. RECOMMENDATION

- 3.1 That Members comment and challenge the responses detailed in **Appendices A** and **B**, so that the schedule can be signed by both the Chair of the Overview (Audit) Panel and the Assistant Executive Director (Finance) ahead of it being provided to Grant Thornton.

APPENDIX A

GOVERNING BODY UNDERSTANDING OF HOW THE COUNCIL GAINS ASSURANCE IN RELATION TO FRAUD RISK ASSESSMENTS, LAW AND REGULATION AND GOING CONCERN CONSIDERATIONS

FRAUD RISK ASSESSMENTS

Question	Management response
<p>Has the Authority assessed the risk of material misstatement in the financial statements due to fraud?</p> <p>What are the results of this process?</p>	<p>The Council has assessed the risk of material misstatement in the financial accounts and to mitigate the risks has put in place:-</p> <p>Systems of internal control which are tested by Internal Audit on a cyclical basis. Acceptable controls were in place in the majority of the systems reviewed.</p> <p>The Council has an experienced Resource Management Team in place and the financial statements are prepared in accordance with an agreed action plan and checks and balances are incorporated into the process. Regular monitoring is undertaken quarterly for both revenue and capital which highlights any deviations from budget. Cost Centre Managers have to comment on all under/overspends.</p> <p>A report was presented to the Audit Panel on 31 May 2016 setting out the accounting policies and estimates for 2015/16 accounts, covering; the proposed accounting policies, the critical judgements made in applying the accounting policies and assumptions made about the future and other major sources of estimated uncertainty within the accounts.</p>
<p>What processes does the Authority have in place to identify and respond to risks of fraud?</p>	<p>Within Internal Audit a dedicated resource is available to respond to all fraud referrals.</p> <p>The Council also has a risk based audit plan which covers key systems and risks and gives assurance to members and officers that the controls in place are operating effectively.</p> <p>Attendance at seminars and fraud groups to ensure that learning is shared. The Head of Risk Management and Audit Services is the chair of the AGMA/North West Chief Internal Auditors Fraud Group.</p> <p>Participation in Webinars.</p> <p>Protecting the Public Purse and other key fraud reports are reviewed. Fraud Alerts/Bulletins are received from NAFN Data and Intelligence Services and various online resources including CIPFA's TIS Online and the Better Governance Forum.</p> <p>All fraud cases are reported to the Standards Panel.</p>

<p>Have any specific fraud risks, or areas with a high risk of fraud, been identified and what has been done to mitigate these risks?</p>	<p>Financial systems are reviewed on a regular basis.</p> <p>The high risk areas highlighted in the latest Protecting the Public Purse report and from other sources are built into the audit planning process.</p> <p>The learning from frauds is also built into audit programmes so that the checks undertaken are responsive to issues identified.</p> <p>Where financial irregularities are identified and investigated a control report is produced for management highlighting recommendations for improving the control environment.</p>																		
<p>Are internal controls, including segregation of duties, in place and operating effectively?</p> <p>If not, where are the risk areas and what mitigating actions have been taken?</p>	<p>Managers are responsible of implementing systems of internal control and this is confirmed annually in the Assurance Statement and Self- Assessment completed by each Executive Director as part of the Annual Governance Statement and budget setting process.</p> <p>Internal controls are reviewed by Internal Audit using a risk based audit plan and a standardised system of internal audit. Each audit is concluded by the production of a Final Report which details the recommendations made in terms of any system weaknesses and includes the management response together with a named responsible officer and deadline date.</p> <p>At the conclusion of a fraud/irregularity investigation a control report is produced making recommendations to systems and again the report includes management responses, a named officer and a deadline date.</p> <p>As the organisation moves to flatter structures and smaller teams; the audit team has to be responsive to the effects of these changes on the traditional controls like segregation of duties and look for compensating controls/automatic system controls to ensure that the control environment is not adversely affected and the Council put at risk.</p> <p>27 irregularities were investigated during 2015/16 and can be summarised as follows:-</p> <table border="1" data-bbox="643 1507 1406 1832"> <tr> <td>Direct Payments</td><td>13</td></tr> <tr> <td>Staff Conduct (Time/Mileage/HB Fraud)</td><td>3</td></tr> <tr> <td>Misappropriation of Grant Monies</td><td>1</td></tr> <tr> <td>Abuse of Sickness Scheme</td><td>1</td></tr> <tr> <td>Identity Fraud</td><td>1</td></tr> <tr> <td>Misappropriation of Monies/Stock</td><td>6</td></tr> <tr> <td>Procurement</td><td>1</td></tr> <tr> <td>Foster Care Payments</td><td>1</td></tr> <tr> <td>Total</td><td>27</td></tr> </table>	Direct Payments	13	Staff Conduct (Time/Mileage/HB Fraud)	3	Misappropriation of Grant Monies	1	Abuse of Sickness Scheme	1	Identity Fraud	1	Misappropriation of Monies/Stock	6	Procurement	1	Foster Care Payments	1	Total	27
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Total	27																		

Are there any areas where there is a potential for override of controls or inappropriate influence over the financial reporting process (for example because of undue pressure to achieve financial targets)?	<p>All financial reports are produced from the Council's ledger system Agresso. As part of the audit plan the key systems feeding into Agresso are reviewed to ensure adequate controls are in place.</p> <p>All reporting processes are timetabled and supported by an action plan.</p> <p>All users of Agresso have an individual login and password and a full audit log is maintained.</p> <p>The finance function is led and managed by professional officers who are members of professional bodies and as such are bound by codes of conduct/ethics. No one person has sole control.</p>
Are there any areas where there is a potential for misreporting override of controls or inappropriate influence over the financial reporting process?	<p>Manual intervention can take place throughout the year for reporting purposes where projected outturns are based on estimates of spend. However, at the year end the ledger is solely used and is checked by both internal and external audit.</p> <p>An element of judgement is required in estimating spending to the year end, but this is undertaken using professional insight and evidence.</p>
How does the Authority exercise oversight over management's processes for identifying and responding to the risks of fraud?	<p>The Head of Risk Management and Audit Services reports to every Audit Panel and the reports contain an update on fraud cases. The Panel receives and approves the Fraud Response Plan, Internal Audit Strategy and Charter.</p> <p>All fraud investigations are reported to the Standards Panel monthly.</p>
What arrangements are in place to report fraud issues and risks to the Audit Panel/Overview (Audit) Panel?	The Head of Risk Management and Audit Services regularly reports to the Audit Panel. The Head of Internal Audit's Annual Report is presented in May and progress reports presented in November and January.
How does the Authority communicate and encourage ethical behaviour of its staff and contractors?	<p>Contract Term and Conditions.</p> <p>Articles published in the Wire, Chief Executive's Brief and on the staff portal. Manager Team briefings. Code of Conduct in place and on the staff portal. Employment contracts, job descriptions and person specifications and induction.</p> <p>Anti-Fraud, Bribery and Corruption Strategy: Statement of Intent on the staff portal and the public website.</p> <p>Whistleblowing policy in place.</p>
<p>How do you encourage staff to report their concerns about fraud?</p> <p>Have any significant issues been reported?</p>	<p>Fraud Response Plan and Whistleblowing Policy in place.</p> <p>During 2015/16 a number of Direct Payment Frauds are currently being investigated which will be in excess of £10,000, and an AF70 will be completed and sent to the External Auditors once the values of the frauds have been confirmed.</p>

Are you aware of any related party relationships or transactions that could give rise to risks of fraud?	No.
Are you aware of any instances of actual, suspected or alleged, fraud, within the Authority since 1 April 2015?	Internal Audit has investigated several allegations of fraud and these are reported to both the Standards Panel monthly and the Audit Panel. Investigations are currently ongoing in respect of a number of serious direct payment frauds and a procurement fraud against the Council.

LAWS AND REGULATIONS

Question	Management Response
What arrangements does the Authority have in place to prevent and detect non-compliance with laws and regulations?	<p>Qualified officers in place.</p> <p>Executive Director of Governance and Resources (Borough Solicitor) reviews all reports presented to Panels, Working Groups, Board, Cabinet and Council to ensure the legal implications have been fully considered.</p> <p>Legal briefings are also circulated weekly to inform Service Unit Managers and above of changes.</p> <p>Internal/External Audit Reviews.</p> <p>External Inspections.</p>
How does management gain assurance that all relevant laws and regulations have been complied with?	<p>Feedback from Borough Solicitor when reviewing reports.</p> <p>Internal Audit/Inspection Reports.</p> <p>Annual Governance Statement Self-Assessment and Assurance Statements.</p> <p>Appointment of professional and qualified staff.</p>
How are those charged with governance (Overview (Audit) Panel/Audit Panel) provided with assurance that all relevant laws and regulations have been complied with?	The Annual Governance Statement (AGS) and the associated assurance framework is presented to the Audit Panel. All reports are reviewed by Legal to ensure the legal implications have been fully considered. Significant issues identified by Internal Audit would be highlighted in progress reports by the Head of Risk Management and Audit Services.
Have there been any instances of non-compliance or suspected non-compliance with law and regulation since 1 April 2015?	No.
What arrangements does the Authority have in place to identify, evaluate and account for litigation or claims?	<p>The Council holds an internal fund which is actuarially valued every year for Insurance claims. An insurance portfolio is in place for all major insurance covers, which is reviewed annually.</p> <p>We have procured Insurance Brokers to provide independent advice and the Insurance team receive regular industry bulletins keeping them up to date with new claim</p>

Question	Management Response
	<p>trends, litigation judgements and risk mitigation strategies.</p> <p>We have always had a strong stance on fighting claims and work in partnership with departments, legal representatives and our insurers to put forward a strong and robust defence for all litigated claims.</p> <p>Regular liaison between Legal and Finance on potential and current claims/litigation</p>
Is there any actual or potential litigation or claims that would affect the financial statements?	An assessment of litigation and claims is made and included in the Statement of Accounts. Internal funds and reserves mitigate the effect on the financial statements. Note included in the statements about contingent liabilities.
Have there been any reports from other regulatory bodies, such as HM Revenues and Customs which indicate non-compliance?	None received.

GOING CONCERN CONSIDERATIONS

Question	Management Response
Does the Authority have procedures in place to assess the Council's ability to continue as a going concern?	<p>The Council has a Corporate Plan and Medium Term Financial Strategy in place. Regular monitoring reports for both revenue and capital are taken to the Executive Team, Board and Cabinet. Due to the government austerity measures in place the Council's has put in place a detailed system for ensuring that savings targets are managed and achieved. This includes presentations at Board Development Days by all Executive Members on the financial health of the areas within their portfolios and reporting to Board and the Corporate Performance Group. The Section 151 Officer is responsible for ensuring that a balanced budget is set and this is closely monitored throughout the year.</p> <p>The Financial Resilience Report produced by Grant Thornton provides an independent assessment of the Council and in their Audit Letter to the Executive Cabinet/Audit Panel on 16 December 2015 concluded that the Council continues to show strong financial resilience and good financial planning and management arrangements.</p>
Is management aware of the existence of other events or conditions that may cast doubt on the Authority's ability to continue as a going concern?	As a local authority reliant on central government funding further cuts in grants will impact on Tameside. However, strong financial management processes and the programme of service redesign and transformation managed by Executive Members and Directors has one objective that Tameside can continue to deliver services to the people of Tameside in line with its vision detailed in the Corporate Plan within specific cost envelopes. The offer from the Government of a fixed four year grant settlement will bring greater certainty to the Council's medium term financial

Question	Management Response
	position.
Are arrangements in place to report the going concern assessment to the Audit Panel?	The annual budget report and MTFS ensures that the Council keeps within its budget and is approved at Full Council.
Are the financial assumptions in that report (e.g., future levels of income and expenditure) consistent with the Business Plan and the financial information provided throughout the year?	Yes. Due to the austerity measures in place, the Council has further strengthened comprehensive budget planning and monitoring processes to ensure that the identified savings are achieved and that services are delivered within their allocated funding.
Are the implications of statutory or policy changes appropriately reflected in the Business Plans, financial forecasts and report on going concern?	Reductions in funding has resulted in a major programme of service reviews/redesigns whereby all aspects of the service are reviewed and future plans for delivery link up purpose, requirements, funding and customer needs. Changes in responsibility e.g. public health are included in plans as are changes in financing arrangements e.g. business rates.
Have there been any significant issues raised with those charged with governance (Overview (Audit) Panel/Audit Panel) during the year which could cast doubts on the assumptions made? (Examples include adverse comments raised by internal and external audit regarding financial performance or significant weaknesses in systems of financial control).	No significant issues have been reported to the Audit Panel. Any significant weaknesses highlighted by Internal Audit will have been addressed in an action plan. In relation to financial systems any low level assurance reports are discussed with the Assistant Executive Director (Finance) and the relevant managers to ensure that the improvements needed are implemented. Where a low level of assurance is given a follow up post audit review is undertaken three months after the issue of the final report.
Does a review of available financial information identify any adverse financial indicators including negative cash flow? If so, what action is being taken to improve financial performance?	No. Cash flow is monitored on a daily basis with funds invested on a short term and medium term basis. Collection targets are set for council tax and business rates and monitored on a monthly basis. Majority is collected over 10 months and is therefore ahead of spending need.
Does the Authority have sufficient staff in post, with the appropriate skills and experience, particularly at senior manager level, to ensure the delivery of the Authority's objectives? If not, what action is being taken to obtain those skills?	The Council has recently reviewed its management structure to ensure that senior management posts are aligned to the new service delivery models to take the organisation forward and meet the objectives of the Community Strategy. Further service reviews/redesigns may create more change at operational levels.

<p>Have those charged with governance (Overview (Audit) Panel/Audit Panel) assessed the process Management has followed in forming a view on going concern and the assumptions on which the view is based?</p>	<p>Audit Panel members are aware of the Medium Term Financial Strategy and budget strategy as part of their wider role as a councillor. Detailed presentations on the final accounts are undertaken for the Audit Panel and other members.</p> <p>Joint meeting of Overview (Audit) Panel and Cabinet in February to review the budget.</p> <p>Joint meeting of Audit Panel and Cabinet in December to receive External Auditor Audit letter.</p> <p>Revenue and capital monitoring reported to Overview (Audit) Panel.</p>
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Signed:

Ian Duncan
Assistant Executive Director (Finance)

Dated: 18 July 2016

Signed:

Councillor Vincent Ricci
Chair – Overview (Audit) Panel

Dated: 18 July 2016

APPENDIX B

QUESTIONS FOR MANAGEMENT NS ASSURANCE IN RELATION TO FRAUD RISK ASSESSMENTS, LAW AND REGULATION AND GOING CONCERN CONSIDERATIONS

Question	Management response
What do you regard as the key events or issues that have a significant impact on the financial statements for 2015/16?	No events have impacted on the substance of transactions or their presentation in the 2015/16 financial statements. The key corporate issue remains our response to funding reductions, which does not affect the statements.
Have you considered the appropriateness of the accounting policies adopted by the Authority? Have there been any events or transactions that may cause you to change or adopt new accounting policies?	<p>The policies are considered each year by the Audit Panel. No changes have been made to previous policies with the exception of the treatment of Minimum Revenue Provision as outlined below and no events have occurred that would require that to have happened.</p> <p>The Council has adopted the following policy in relation to calculating the Minimum Revenue Provision:</p> <ul style="list-style-type: none"> • Borrowing taken up prior to 01/04/2015 will be provided for using a straight-line method of calculating MRP. It will be provided for in equal instalments over 50 years. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly. • The following will be required in relation to borrowing taken up on or after 01/04/2015. 'MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated; the debt will be fully extinguished at the end of period.
Are you aware of any changes to the Authority's regulatory environment that may have a significant impact on the Authority's financial statements?	There may be a change in 2016/17 statements arising from the s75 pooled budget arrangements for health and social care (Better Care Fund), where monies are being hosted by the Council on behalf of the Council and Tameside and Glossop CCG. Advice will be taken from the External Auditors on the appropriate treatment of these funds in the financial statements.
How would you assess the quality of the Authority's internal control processes?	<p>From the work undertaken by Internal Audit during 2015/16 it was concluded by the Head of Risk Management and Audit that the Council's governance, risk and control framework is generally sound and operated reasonably consistently in her Annual Report presented to the Audit Panel on 31 May 2016.</p> <p>Senior Management are responsible for the control environment and work with Internal Audit throughout the year to ensure that any proposed changes to systems and processes do not adversely affect the control environment.</p>

Question	Management response
	<p>With a reducing work force more reliance is being placed on technological controls rather than on conventional controls like segregation of duties.</p> <p>All Executive Directors sign Assurance Statements annually for the Annual Governance Statement to confirm that internal controls have been in place in their Directorate during the year.</p>
How would you assess the process for reviewing the effectiveness of internal control?	<p>The effectiveness of internal control is reviewed during the mature process in place to compile the Annual Governance Statement, which involves the Head of Risk Management and Audit, Senior Management Team, Audit Panel and Executive Members.</p> <p>Internal Audit is also reviewed annually to ensure compliance with the Public Sector Internal Audit Standards.</p>
How do the Authority's risk management processes link to financial reporting?	The Council is risk aware and financial risks and challenges facing the Council are detailed in the MTFS and the budget report.
How would you assess the Authority's arrangements for identifying and responding to the risk of fraud?	<p>The Council has a corporate fraud team in place, which responds to all reported fraud. The arrangements in place have been measured against CIPFA's Code of Practice - Managing the Risk of Fraud and Corruption and are compliant.</p> <p>Intelligence is obtained from numerous fraud websites, from NAFN Data and Intelligence Services which is hosted by Tameside MBC and the North West Chief Audit Executives Fraud Sub Group.</p>
What has been the outcome of these arrangements so far this year?	<p>All reported frauds have been investigated and several prosecutions are being prepared.</p> <p>Monthly reports are prepared for the Standards Panel giving the Councils Monitoring Officers the opportunity to input into the process by providing advice and guidance.</p>
What have you determined to be the classes of accounts, transactions and disclosures most at risk to fraud?	<p>Financial systems are reviewed on a cyclical basis to ensure that they are fit for purpose and the controls are operating effectively. No major issues have been identified in any of the systems.</p> <p>Payment systems are considered to present more risks as they are open to external risk factors like the bank mandate fraud.</p>
Are you aware of any whistle blowing potential or complaints by potential whistle blowers? If so, what has been your response?	Several whistleblowing complaints were received during the year and investigated by Internal Audit in accordance with the published policy.
Have any reports been made under the Bribery Act?	No.
As a management team, how do	Through presenting the Risk Management Policy and

Question	Management response
you communicate risks issues (including fraud) to those charged with governance?	<p>Strategy to them together with the Corporate Risk Register.</p> <p>Regular progress reports from the Head of Risk Management and Audit to the Audit Panel.</p>
As a management team, how do you communicate to staff and employees your views on business practices and ethical behaviour?	<p>Articles in the Wire,</p> <p>Chief Executive's Brief</p> <p>Team Briefs</p> <p>Contracts of Employment/Codes of Conduct</p>
What are your policies and procedures for identifying, assessing and accounting for litigation and claims?	<p>The Council holds an internal fund, which is actuarially valued every year for Insurance claims. An insurance portfolio is in place for all major insurance covers, which is reviewed annually.</p> <p>We have procured Insurance Brokers to provide independent advice and the Insurance team receive regular industry bulletins keeping them up to date with new claim trends, litigation judgements and risk mitigation strategies.</p> <p>Litigation not covered by the Council's insurers is dealt with in-house by the Legal Team, who will assess cases on their merits, and ensure the appropriate level of expertise is employed, also ensuring that any potentially large claims are reflected appropriately in the Council's contingency arrangements.</p>
Is there any use of financial instruments, including derivatives?	No.
Are you aware of any significant transaction outside the normal course of business?	No.
Are you aware of any changes in circumstances that would lead to impairment of non-current assets?	No.
Are you aware of any guarantee contracts?	The Council is guarantor for Tameside Sports Trust in respect of the Pulse Fitness Agreements.
Are you aware of allegations of fraud, errors, or other irregularities during the period?	Yes, twenty seven irregularities were investigated during the year but they did not present any risk to the compilation of the Council's accounts.
Are you aware of any instances of non-compliance with laws or regulations or is the Authority on notice of any such possible instances of non-compliance?	No.
Have there been any examinations, investigations or inquiries by any licensing or authorising bodies or the tax and	No.

Question	Management response
customs authorities?	
Are you aware of any transactions, events and conditions (or changes in these) that may give rise to recognition or disclosure of significant accounting estimates that require significant judgement?	A report was presented to the Audit Panel on 31 May 2016 outlining Accounting Policies and Estimates for the 2015/16 Accounts.
<p>Where the financial statements include amounts based on significant estimates:</p> <ul style="list-style-type: none"> • how have the accounting estimates been made? • what is the nature of the data used? and • the degree of estimate uncertainty inherent in the estimate? 	<p>Accounting estimates are made on the basis agreed by the Audit Panel at the meeting held on 31 May 2016. Estimates are made based on the best available data from the relevant financial year. This is amended in light of finalised information.</p> <p>Pension's information is estimated based on advice from the independent actuary.</p>
Are you aware of the existence of loss contingencies and/or un-asserted claims that may affect the financial statements?	No.
<p>Has the management team carried out an assessment of the going concern basis for preparing the financial statement?</p> <p>What was the outcome of that assessment?</p>	<p>This is undertaken through budget planning to ensure the ongoing sustainability of the Council. This is led by the Head of Paid Service (Chief Executive), Monitoring Officer and Section 151/Chief Finance Officer.</p> <p>The Council is assessed as being a going concern.</p>
Although the public sector interpretation of IAS1 means that unless services are being transferred out of the public sector then the financial statements should be prepared on a going concern basis, management is still required to consider whether there are any material uncertainties that cast doubt on the Authority's ability to continue as a business. What is the process for undertaking a rigorous assessment of going concern? Is the process carried out proportionate in nature and depth to the level of financial risk and complexity of the organisation and its operations? How will you ensure that all available information is considered when concluding the organisation is a going concern at the date the	The Budget Report and MTFS are prepared in full consultation with the Executive Team and Cabinet with best estimates of the likely expenditure requirements and the resources available. This allows the Council to rigorously assess that the Council continues to be a going concern. Both Capital and Revenue monitoring continue throughout the year to provide reassurance of this belief. Regular reappraisal of the MTFS takes place together with a daily review of the cash flow.

Question	Management response
financial statements are approved?	
<p>Can you provide details of those solicitors utilised by the Authority during the year?</p> <p>Please indicate where they are working on open litigation or contingencies from prior years?</p>	<p>Forbes Solicitors provide legal support to the council in relation to Insurance claims. Forbes will be working on both open cases and contingencies from prior years and are representing the authority on 38 open/contingency cases.</p>
<p>Can you provide details of other advisors consulted during the year and the issue on which they were consulted?</p>	<p>Hymans Robertson (Pensions fund actuarial advice).</p> <p>Meridian - Duplicate Payments.</p> <p>Other advice provided to or commissioned by service areas from time to time.</p>
<p>Have any of the Authority's service providers reported any items of fraud, non-compliance with laws and regulations or uncorrected misstatements which would affect the financial statements?</p>	<p>None reported to Internal Audit.</p> <p>None reported to Resource Management.</p>

Signed:

Ian Duncan
Assistant Executive Director (Finance)

Dated: 18 July 2016

Agenda Item 5.

Report To:	OVERVIEW (AUDIT) PANEL
Date:	18 July 2016
Executive Member / Scrutiny Panel:	Councillor Kevin Welsh, Chair to Statutory and External Partners Scrutiny Panel Councillor John Taylor, Deputy Executive Leader
Subject:	REVIEW OF VICTIM BASED CRIME
Report Summary:	<p>The Chair to Statutory and External Partners Scrutiny Panel to comment on the Executive Response (Appendix 1) to the Scrutiny review of Victim Based Crime and the recommendations made to support future services (Appendix 2).</p> <p>The Scrutiny Review was undertaken between September 2015 to January 2016. The Executive response was received on 8 April 2016.</p> <p>All the recommendations of the Scrutiny Panel have been accepted by the Deputy Executive Leader.</p> <p>An update will be requested on the implementation of the recommendations for the 12 September 2016 meeting of the Panel.</p>
Recommendations:	That the Overview (Audit) Panel note the recommendations detailed in section 8 of Appendix 2 and receive an update on progress at its meeting on 12 September 2016.
Links to Community Strategy:	This review supports the community strategy priorities relating to 'Safe Tameside'.
Policy Implications:	The review itself has no specific policy implications. Should the recommendations of this report be accepted by the Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.
Financial Implications: (Authorised by the Section 151 Officer)	<p>There are no direct financial implications arising from the recommendations of the report which provides details of victim based crime with a supporting strategy to prevent and reduce occurrences within the borough.</p> <p>However, it is recognised that a proportion of Council directorate revenue budgets within People and Public Health currently finance both preventative and support for victim based crime within the Borough. The supporting strategy will continue to be funded from within these existing budgets.</p> <p>In addition it should be noted that The Office of the Police and Crime Commissioner has allocated grants for the purpose of tackling local crime and disorder issues, including victim based crime. The Tameside Community Safety Partnership has been allocated a Community Safety Fund grant of £243,703 in 2016/17 which again will support the delivery of the supporting strategy.</p>

**Legal Implications:
(Authorised by the Borough
Solicitor)**

The report sets out recommendations that the Panel believe if implemented within existing resources.

It should be noted that there are significant changes being consulted upon in relation to the administration of justice including location of courts and administration of proceedings.

Risk Management:

Reports of Scrutiny Panels are integral to processes which exist to hold the Executive of the authority to account.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Scrutiny and Member Services Manager by:



Telephone: 0161 342 2199



e-mail: paul.radcliffe@tameside.gov.uk

APPENDIX 1

Post Scrutiny - Executive Response

In Respect of: Scrutiny Review of Victim Based Crime
Date: 8 April 2016
Cabinet Deputy: Councillor John Taylor, Deputy Executive Leader
Coordinating Officer: Emma Varnam, Head of Stronger Communities

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
1. That the rise in hate and cyber-crime is closely monitored and intelligence is shared to support the most appropriate methods to raise awareness and provide training.	Accepted	Two new training opportunities have been commissioned as part of the Council's development of Safe Spaces. The first is currently being commissioned via AGMA and is aimed at raising the awareness of hate crimes. The second is being sourced externally and is a tailored e-learning package that will be available to everyone that works in a Safe Space or at a community reporting centre. These opportunities are being tailored to the Greater Manchester area and may be rolled out across the whole region in the future. The Council is also preparing a funding bid for an internet safety package, which will aim to help parents protect their children from crime, fraud and exploitation via the internet and social media. An increased use of technology and mobile apps is being discussed as a potential strategy for assisting with the reporting of incidents.	Emma Varnam	April 2017
		As cyber-crime can cover a large number of other crimes, it is reviewed separately to the Vulnerability Meetings that traditionally discuss cases and share intelligence. They are handled under the separate crime subject areas (e.g. Domestic Violence and Sexual Assault). Any cyber-crimes that feature a threat, or risk of harm are flagged and discussed with partners as a priority. This process will continue indefinitely.	Donna Allen	Ongoing

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
2. That where possible work is undertaken to ascertain the impact that current and future resource pressure will have on the ability of the Police and partners to continually reduce Victim Based Crime.	Accepted	<p>The Council is working closely with Greater Manchester Police, Greater Manchester Fire and Rescue Service, Public Health and Registered Social Landlords to build an integrated resource that will counter some of the effects of the reductions in resources. Two Integrated Community Hubs are in their early stages of development, which will bring together front-line service providers in a partnership working environment to reduce duplication and focus resources where the need is greatest. As this is a pilot scheme for the Greater Manchester area, its effectiveness will be scrutinised and improved before it is rolled out to all districts.</p> <p>At a time when all public services are facing cuts, it is important that procedures are put in place to maintain the same level and effectiveness of output. Greater Manchester Police is aiming to alleviate the impacts of resource pressure through Integrated Community Hubs, which will be focused on targeted interventions in hard-to-reach communities and building community resilience. These interventions will also aim to ascertain the underlying causes of the problems that lead offenders to commit victim based crimes.</p>	<p>Emma Varnam</p> <p>Donna Allen</p>	<p>September 2016</p> <p>September 2016</p>

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
3. That the Police, Community Rehabilitation Companies and the Council work cooperatively to monitor the impacts of the rise in recordings of certain crime types and look to further develop victim support networks in Tameside.	Accepted	Victim support has been prioritised within the key areas of policing for Greater Manchester Police, who are instigating significant culture changes across the authority. Vulnerability Meetings, Independent Domestic Violence Advocates, Child Independent Violence Advocates and Restorative Justice have already been implemented in Tameside and instigated a more proactive and effective approach to victim support. Every division in Greater Manchester now has a Victim Champion and Victim Liaison Officer, who strive to ensure all victims feel reassured, that their matters are taken seriously and all appropriate actions are undertaken to help them. The success of these current changes is being monitored by victim satisfaction surveys, following which positive changes and improvements can be made to ensure that the best possible outcomes are made for victims in Tameside.	Donna Allen	September 2016
		The CGMCRC has put forward a commitment in principle to hold discussions with the Police and the Council, to agree the best practice for monitoring processes going forward	Nicola Pugh	September 2016
		The Council and all partners will continue to attend and contribute to Strategic Neighbourhood Partnership meetings, to stay up-to-date on, and inform future processes of any issues around community safety, neighbourhood cohesion and victim support.	Emma Varnam	Ongoing

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
4. That the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company look to strengthen partnerships in Tameside to gain a better understanding of the criminogenic factors contributing to reoffending behaviour and inform rehabilitation programmes.	Accepted	<p>The NPS is part of Tameside's Strategic Neighbourhood Partnership and a key contributor to the delivery of Integrated Offender Management, which works with all relevant partners across Tameside when dealing with offenders. These partnerships will continue. The NPS will look to establish discussions on the need for a specific Reoffending Rehabilitation Board with the partners from the Tameside Strategic Neighbourhood Partnership.</p> <p>The CGMCRC work closely with the NPS when managing risk assessments and rehabilitation programmes. The CRC are currently undertaking a review consisting of internal data collection and using external reoffending data to inform future practice and planning of services.</p>	<p>Richard Moses</p> <p>Nicola Pugh</p>	<p>July 2016</p> <p>December 2016</p>

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
<p>5. That the performances of the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company are closely monitored to reduce reoffending rates, and ensure offender rehabilitation programmes are as successful as possible.</p>	Accepted	<p>The Active Risk Management System, currently being used by the Police, has been implemented by the National Probation Service to assess the risk posed by (and the interventions required to reduce these) sex offenders in the community. The North West National Probation Service Division will also commence piloting a new sex offender programme called HORIZON which can be used with low and medium risk offenders. The North West National Probation Service Division ranks highly nationally and the Tameside and Stockport Cluster are one of the best performing within the North West. Performance is monitored closely year-round by NOMS, the data from which is now shared with Tameside MBC and will continue to be.</p> <p>Performance monitoring is a standard requirement of the Community Rehabilitation Company in order to maintain its contract and deliver its reoffending rehabilitation services. Although there is a 'time lag' for official reoffending data and Ministry of Justice statistics, all performance data is and will continue to be used to inform and improve offender rehabilitation programmes.</p>	<p>Richard Moses</p> <p>Nicola Pugh</p>	<p>Ongoing</p> <p>Ongoing</p>

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
6. That where appropriate the Council work with the National Probation S and Cheshire and Greater Manchester Community Rehabilitation Company to explore suitable future locations for the delivery of offender management services across the borough.	Accepted	<p>Presently, the National Probation Service operates out of two sites in Ashton, Tameside. The Ministry of justice and National Probation Service are in discussion with Tameside MBC regarding the relocation of all National Probation Service to one of these sites. Having a single building from which a number of key criminal justice partners can work and co-work cases from would benefit offender management plans greatly.</p> <p>The CRC are due to remain co-located with the National Probation Service in Tameside until October 2016. The Community Rehabilitation Company are undertaking ongoing work to explore and agree opportunities for future co-located delivery of services.</p>	<p>Richard Moses</p> <p>Nicola Pugh</p>	<p>November 2016</p> <p>Ongoing</p>
7. That work is undertaken to raise awareness of the local success and impact Restorative Justice has had in Tameside, and to encourage greater involvement from residents in future.	Accepted	Local advertising spaces and awareness evenings are being utilised to encourage more local community volunteers to enrol or volunteer for the Restorative Justice in Tameside scheme. This summer the Council is planning to approach community centres, children's centres, libraries and local church groups to continue promoting Restorative Justice and further benefit local community-based groups.	Emma Varnam	April 2017
8. That the Restorative Project in Tameside looks to further embed the restorative ethos and qualities into Tameside by working with local businesses and authorities.	Accepted	The promotion work currently planned for summer will be able to give the local community an opportunity to ask for Restorative Justice and better embed its ethos and ideology across more sectors in Tameside. By offering small businesses and local organisations training in Restorative Justice, the demand on organisations and Police should be reduced.	Emma Varnam	April 2017

APPENDIX 2

1. INTRODUCTION BY THE CHAIR OF THE STATUTORY AND EXTERNAL PARTNERS SCRUTINY PANEL

- 1.1 I am pleased to present this report of a review undertaken by the Statutory and External Partners Scrutiny Panel into Victim Based Crime in Tameside.
- 1.2 Victim Based Crime is an umbrella term used for a number of criminal offences with a specific identifiable victim. The crime types sit within the five key areas of; violence against a person; sexual offences; robbery; theft offences; criminal damage and arson offences.
- 1.3 The crimes categorised as Victim Based Crime account for a large proportion of all offences recorded at both a local and national level. With resource pressures set to continue and a recent trend which has indicated a rise in Victim Based Crime across Tameside it is important that strategies are in place to strengthen existing partnerships and reduce reoffending.
- 1.4 Victim Based Crime can have a range of long lasting impacts on victims and it is imperative that collective efforts are made to ensure that a victim-centred approach is taken to improve outcomes and the feeling of safety in Tameside.
- 1.5 On behalf of the Scrutiny Panel, I would like to thank all those who have participated in this review.

Councillor Kevin Welsh
Chair of the Statutory and External Partners Scrutiny Panel

2. BACKGROUND TO THE REVIEW

- 2.1 Total recorded crime levels have been on a declining trend for 20 years in the UK, however, in 2013/14, both total crime and Victim Based Crime figures showed an annual increase for the first time in over a decade. Since mid-2014, recordings across certain crime types have risen by over 50% in Tameside.
- 2.2 Reoffending behaviour is, and will continue to be one of the principle challenges facing the Criminal Justice System. The Ministry of Justice conducted a large scale study of 480,000 offenders between 2000 and 2009. The research indicated that over 25% had reoffended after 12 months and after 5 years over 50% had continued to offend.
- 2.3 The ongoing challenge to reduce reoffending behaviour requires a collective approach, which also encompasses the wider support for victims. With such a sudden rise in the recording of Victim Based Crime locally the review will look at the reasons behind this and what this means for Tameside.

3. MEMBERSHIP OF THE PANEL – 2015/16

Councillor Welsh (Chair), Councillor Bowden (Deputy Chair).
Councillors Affleck, Bell, Bowerman, Glover, R Miah, Middleton, Pearce, Piddington, Reid, Reynolds, Sidebottom, Sweeton, Whitehead.

4. TERMS OF REFERENCE

Aim of the Review

- 4.1 To explore ways that the Council and partners can work effectively together to reduce the incidence and impact of victim based crime in Tameside

Objectives

- 4.2 The agreed objectives of the review were to:

- (i) Understand the current level of victim based crime and offender profiles in Tameside;
- (ii) Look at the proactive and preventative work that is carried out to resolve issues and reduce crime;
- (iii) Explore the range of support and interventions provided for high, medium and low risk offenders;
- (iv) Explore how convicted offenders are integrated back into communities and the work undertaken to reduce reoffending levels;
- (v) Understand challenges faced across all organisations and the effectiveness of partnerships with regards to sharing information and intelligence;
- (vi) Examine the role and future contribution that restorative justice can have on improving outcomes for victims and offenders; and
- (vii) Produce workable recommendations for the Council and partners to deliver improvements to victim based crime.

Value for Money/Use of Resources

- 4.3 It is important that an effective partnership approach is adopted to tackle the issues relating to victim based crime. It is essential that the Council, Police and a range of partners are working collaboratively to reduce crime levels, support victims of crime and to provide integrated support to offenders, helping to reduce reoffending behaviour across the borough.

Equalities Issues

- 4.4 Victim based crime can impact on all sections of Tameside's communities. The review will consider strategies that lead to safe and inclusive environments which support the victims of crime and work to reduce reoffending behaviour.

Tameside People and Place Scorecard

- 4.5 The following targets from the Tameside People and Place Scorecard relate to the review of Victim Based Crime.

Strong Community	• Victim Based Crimes (per 100,000)
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5. METHODOLOGY

- 5.1 The working group met with Donna Allen, Divisional Superintendent, Greater Manchester Police to receive information and data relating to the levels of victim based crime, its challenges, and the actions being taken to resolve some of the issues, as well as the partnership work that takes place.
- 5.2 The working group met with Richard Moses, Head of the National Probation Service for Stockport and Tameside to receive information and data relating to offender management, reoffending behaviour, how intelligence is shared and interventions aimed at reducing victim based crime.
- 5.3 The working group met with Alan Kibble, Neighbourhood Enforcement Manager, New Charter Housing Trust and Victoria Yardley, Restorative Justice Coordinator and Lead for

Tameside, to receive information about the Restorative Justice work that is being carried out in Tameside.

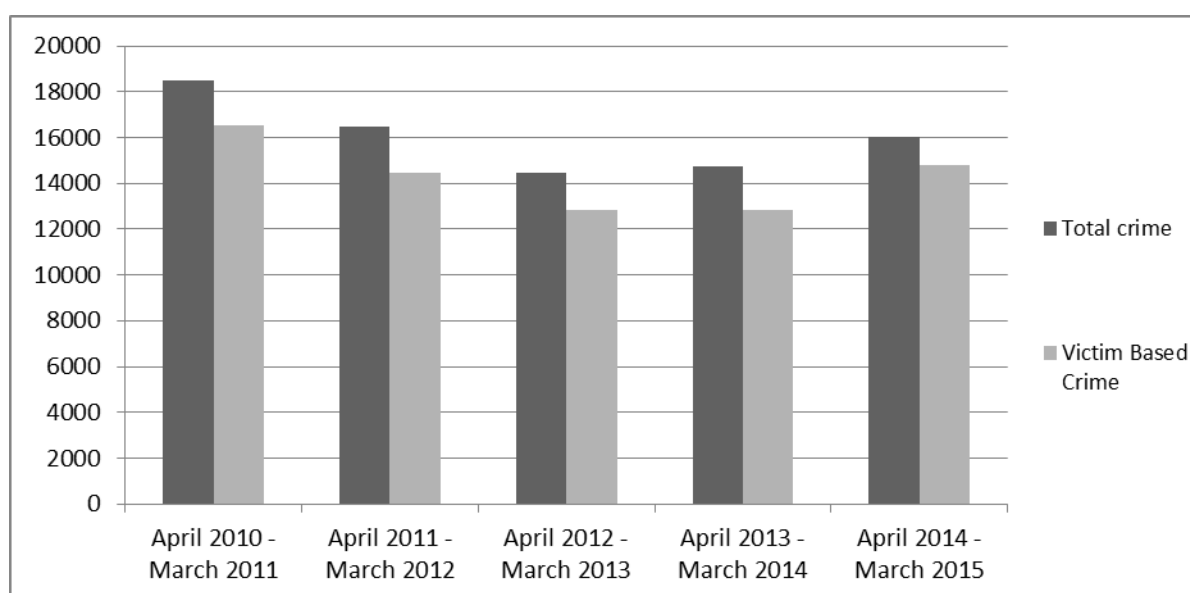
- 5.4 The working group met with Nigel Elliott, Assistant Chief Executive, Cheshire and Greater Manchester Community Rehabilitation Company (Purple Futures), to receive information on how Community Rehabilitation Companies are managing reoffending behaviour and sharing intelligence between agencies to enhance the partnership approach to Victim Based Crime in Tameside.

6. REVIEW FINDINGS

The Local Picture

- 6.1 Increasing numbers of Victim Based Crimes and evolving crime patterns in Tameside and Greater Manchester have required the Criminal Justice System to reinvent its strategies and actions, in particular with frontline Police investigations and Probation services.

- 6.2 **Figure 1 – Total Recorded Crime and Victim Based Crime in Tameside since April 2010**



- 6.3 The table above shows the levels of total recorded crime and Victim Based Crime in Tameside between April 2010 and March 2015. It reveals that between March 2014 and March 2015 total crime levels increased by 8.59% and Victim Based Crime rose by 15.37%. This rise corresponds with the piloting of Ethical Crime Recording by Tameside Police in mid-2014.
- 6.4 **Ethical Crime Recording** – Tameside Police Division were the first in Greater Manchester to pilot Ethical Crime Recording; a strategy developed to improve the integrity and discipline with which crime is recorded, ensuring that it is kept to National Crime Recording Standards.
- 6.5 Ethical Crime Recording involves detailing any contact or information from victims or third parties as crimes, and following this up with an investigation. Prior to this, reports would be investigated before they were recorded as official crimes.

6.6 **Figure 2 – Percentage Change of Recorded Crimes Post-Ethical Crime Recording**

Offence Type	Percentage Change
Violence without injury	+54.47%
Sexual offences	+53.43%
Rape	+52.11%
Violence with injury	+14.54%
Vehicle offences	+14.51%
(all other) theft offences	+2.96%
Criminal damage and arson offences	+2.94%
Theft from the person	+2.67%
Shoplifting	+2.46%
Bicycle theft	-4.49%
Burglary in a building other than a dwelling	-7.12%
Burglary in a dwelling	-19.44%
Robbery of personal property	-31.73%
Robbery of business property	-41.82%
Homicide	-75.00%

6.7 The table above shows the percentage change in the number of recorded incidences for a number of Victim Based Crimes in Tameside. Violence without injury, sexual offences and rape have increased the most dramatically since Ethical Crime Recording was introduced.

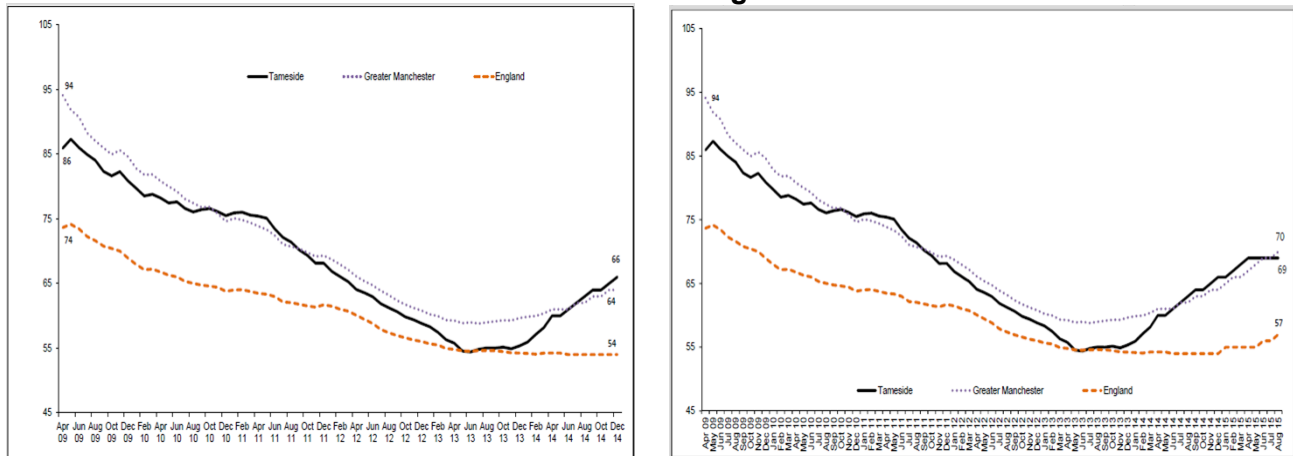
6.8 The heightened number of sexual offences and rape could have also been influenced by more frequent high profile cases of sexual assault and rape reported in the media; increased awareness of sexual assault, abuse and rape; and more robust, accessible support for victims reporting information.

6.9 **Figure 3 – Proportion that Victim Based Crime is of Total Crime in Tameside and the rest of Greater Manchester Since April 2010**

Time Period	Tameside	Greater Manchester
April 2010 - March 2011	89.31%	87.22%
April 2011 - March 2012	87.63%	87.26%
April 2012 - March 2013	88.85%	89.10%
April 2013 - March 2014	86.90%	90.12%
April 2014 - March 2015	92.33%	90.11%
Average	89.00%	88.76%

6.10 The table above shows that the proportion that Victim Based Crime is of total crime in Tameside and Greater Manchester between April 2010 and March 2015 is very similar. The 5.43% increase between April 2013 and March 2015 in Tameside could be attributed to Ethical Crime Recording causing a proportionately greater rise in Victim Based Crimes than other crime types.

6.11 Figure 4 – Performance data for Victim Based Crimes (per 1,000 population) in Tameside versus Greater Manchester and England



- 6.18 The partnerships that have been established to improve local policing and better protect Tameside communities include:
- **Tameside Safeguarding Children and Adult Boards** – Statutory meetings with partners to ensure that strategies are following the safeguarding trends in Tameside and best protecting residents.
 - **Missing Children's Panel** – A partnership approach to resolving cases of missing children, reducing the impact on children when missing, and preventing future missing cases.
 - **Operation Phoenix** – A multi-agency team established to safeguard and protect children from sexual exploitation, as well as raise awareness to prevent the issue.
 - **Strategic Domestic Abuse Steering Group** – Ensuring that Police in Tameside and other partners are protecting victims of domestic abuse and reducing the incidence of domestic violence.
 - **Integrated Offender Management** – A method of sharing key information about an offenders' risk status and background with other Probation, other Police divisions and other key authorities to better manage reoffending levels.
 - **Multi-Agency Public Protection Agency** – Software designed to help produce robust management plans for the highest risk offenders, which is shared between Police and Probation.
 - **Tameside Public Service Hub** – A local source of help and information for Tameside residents, where information on criminal activity can be reported and victims can receive support.
- 6.19 National strategy has been implemented which focuses on prosecuting and disrupting offenders, preventing people engaging in organised crime, increasing protection against serious and organised crime and reducing the impact of serious and organised crime.
- 6.20 To translate this to local policing, a multi-agency operation was established including all Police forces of Greater Manchester, as well as a wide variety of local and national agencies. The team investigates all aspects of a suspect/offender's life to ascertain the most effective methods of intervening and inhibiting their criminal activities. Partner agencies have authority to arrest, freeze assets, evict from homes, seize vehicles and stop benefits.
- 6.21 Currently, one of the greatest challenges facing police forces is online crime (cyber-crime), which has come to fruition due to the widening availability and knowledge of technology and social media/networking. Between March 2014 and 2015, Tameside had the second highest total of recorded cyber-crimes of all the districts in Greater Manchester.
- 6.22 Hate crimes and sexual abuse/exploitation are common types of cyber-crime. As at October 2015, 32% of all Victim Based Crimes are flagged as being hate crimes. Awareness campaigns such as 'I'm Not Laughing' and numerous hate crime reporting centres have been introduced in an attempt to reduce the impact and incidence of hate crimes.
- 6.23 To counter the threat of cyber-crime, Police officers are being trained to manage and investigate crimes online and through alternate means like social media, instead of traditionally 'walking a beat'. Tameside Police division is also increasing its web presence by utilising social networking websites to communicate with residents and provide hard-to-reach groups with a means of contacting them.

Conclusions

1. The change to Ethical Crime Recording in 2014 has resulted in a noticeable rise in crime levels.
2. Cyber-crimes and hate crimes have increased in Tameside, with a third of all Victim Based Crimes being flagged as hate crimes.
3. Tameside Policing Strategy and Vision has been implemented to improve partnerships, reduce crime and better protect vulnerable residents.

Recommendations

1. That the rise in hate and cyber-crime is closely monitored and intelligence is shared to support the most appropriate methods to raise awareness and provide training.
2. That where possible work is undertaken to ascertain the impact that current and future resource pressure will have on the ability of the Police and partners to continually reduce Victim Based Crime.
3. That the Police, Community Rehabilitation Company and the Council work cooperatively to monitor the impacts of the rise in recordings of certain crime types and look to further develop victim support networks in Tameside.

Reducing Reoffending

- 6.24 In 2014, the previous 35 Probation Trusts were abolished under the Transforming Rehabilitation initiative, and replaced by 7 National Probation Service divisions, and 21 Community Rehabilitation Companies which were contracted out to the private sector. The National Probation Service has remained in the public sector under the Ministry of Justice.
- 6.25 Changes were also made to the Offender Rehabilitation Act to ensure that any offender who has been given a custodial sentence of 2 days or more will receive at least 12 months supervision by a Probation officer. The National Probation Service and Community Rehabilitation Companies work collectively to make certain that every offender sees their Probation officer within 24 hours of being sentenced at the courts.
- 6.26 **National Probation Service** – The National Probation Service are responsible for managing all high risk offenders, which accounts for approximately 15% of all convicted criminals. An offender's risk is determined by the Risk of Serious Harm definition, which assesses the threat of causing permanent or long-term physical and/or mental harm that is difficult or impossible to recover from. The remaining 85% which can be classed as medium and low risk offenders are managed by Community Rehabilitation Companies.
- 6.27 **Figure 5 – The Index of Victim Based Crimes Committed by National Probation Service-managed Offenders**

Offences	Total	Proportion of all Victim Based Crimes
Violent Offences	416	48.54%
Robbery	181	21.12%
Sexual (against child)	125	14.59%
Sexual (not against child)	60	7.00%
Burglary (Domestic)	43	5.02%
Criminal Damage	27	3.15%
Burglary (Other)	5	0.01%

- 6.28 The table above shows that the majority of high risk offenders committed violent offences, robbery and sexual assault/abuse against minors. As at November 2015, these Victim

Based Crimes accounted for 83.61% of all offences committed by National Probation Service-managed offenders.

- 6.29 To produce the most effective management plans for high risk offenders, the NPS uses Multi-Agency Public Protection Agency software that shares intelligence and plans with Police and Prisons to ensure consistency. Multi Agency Public Protection Agency accounts for the type of offence and length of custodial sentence, meaning that any offender sentenced to 12 months or longer in prison will be registered to it.
- 6.30 Low and medium risk offenders can be transferred from a Community Rehabilitation Companies to the National Probation Service if their activity and behaviour is deemed to have become high risk, however the decision to escalate an offender is solely decided based on an up-to-date risk assessment conducted by the National Probation Service.
- 6.31 As part of the redesign during Transforming Rehabilitation, plans have been put in place to merge local Probation centres and relocate to a centralised National Probation Service centre that can oversee an entire district area. To maintain local support and access, Probation officers work flexibly with mobile computer equipment.
- 6.32 **Community Rehabilitation Companies** – The Cheshire and Greater Manchester Community Rehabilitation Company, also known as Purple Futures, offers a wide range of operational intervention services covering domestic abuse; violence; general offending behaviour; and drug and alcohol rehabilitation treatments. These are the most common offences committed by the cohort of low and medium risk offenders that Community Rehabilitation Companies manage.
- 6.33 The Cheshire and Greater Manchester Community Rehabilitation Company has put a strong emphasis on realising the offenders' positive attributes, strengths and enablers of change, rather than their issues and problems. Records of Achievement are now kept for all service users to mark their progress through the programme.
- 6.34 **Figure 6 – The success rate of community orders managed by Cheshire and Greater Manchester Community Rehabilitation Company between April and December 2015**

Month	Number of Cases	Success Rate
April	34	67.65%
May	26	72%
June	38	92.11%
July	29	93.10%
August	24	100%
September	24	86.68%
October	31	80.65%
November	30	73.33%
December	19	89.47%
Average	28	83.89%

- 6.35 The table above shows the proportion of positive completions of community orders by Community Rehabilitation Company-managed offenders. Community Rehabilitation Companies are contractually obliged to maintain a minimum success rate of 70% or higher every month, or face service credit penalties. Although the values have varied throughout 2015, Cheshire and Greater Manchester Community Rehabilitation Company has successfully hit this target in all but one month.
- 6.36 **Interventions and Support** – The National Probation Service provides interventions and rehabilitation programmes for all sexual offenders, as well as victim support (risk

management procedures led by victim input) and approved premises (intensive supervision and accommodation for the most dangerous offenders).

- 6.37 A number of other key support services are provided by Community Rehabilitation Companies to medium and low risk offenders, but also extended and run for the higher risk offenders, which address:
- Drug Misuse
 - Alcohol Misuse
 - Mental Health Problems
 - Behavioural Problems
 - Domestic Abuse
 - Poor Relationship Skills
- 6.38 Cheshire and Greater Manchester Community Rehabilitation Company have a dedicated family support worker who helps troubled families to reduce criminogenic factors at home, and offers support to family members of offenders who are on licence. They also have a probation officer trained to deal with cases involving a youth transitioning to adulthood, who works in partnership with the Youth Offending Service to ensure offender management plans are as robust as possible.
- 6.39 Plans have been put in place for Community Rehabilitation Companies to commence joined up work with Shelter to deliver housing assistance, employment skills, as well as finance and debt advice to assist with offender reintegration. Work is also due to commence with P3 – a charity aimed at making people feel more connected to their communities and neighbours – to bring additional, case-specific services to the Community Rehabilitation Companies programme.
- 6.40 **Partnership Work** – The National Probation Service is statutorily involved with a number of partners including Children's Services, Alcohol and Licensing Departments and Women's Centres. This is undertaken to help with reoffending management plans, and to reduce criminogenic factors in the community that can hinder rehabilitation management plans.
- 6.41 To appropriately manage the highest risk offenders the National Probation Service and Community Rehabilitation Companies use the Integrated Offender Management model. The Police, housing, employment providers and prisons create a uniform approach to rehabilitation and reintegration plans. The Integrated Offender Management team specifically targets offenders considered to be at a higher risk of reoffending and aims to stabilise the factors affecting their reoffending behaviour.

Conclusions

4. There has been a significant change in the way Probation services are now delivered locally.
5. The main cohort of Victim Based Crime offenders are managed by Community Rehabilitation Companies, while all high risk offenders are managed by the National Probation Service.
6. When Transforming Rehabilitation was being rolled out, the Offender Rehabilitation Act was amended to ensure that any offender who is in custody for longer than 2 days will receive a minimum of 12 months supervision on licence.
7. A variety of interventions and programmes are provided by the National Probation Service and Community Rehabilitation Companies that help to rehabilitate offenders to prevent reoffending, and support reintegration back into communities.

Recommendations

4. That the National Probation Service and Cheshire and Greater Manchester Community

Rehabilitation Company look to strengthen partnerships in Tameside to gain a better understanding of the criminogenic factors contributing to reoffending behaviour and inform rehabilitation programmes.

5. That the performances of the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company are closely monitored to reduce reoffending rates, and ensure offender rehabilitation programmes are as successful as possible.
6. That where appropriate the Council work with the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company to explore suitable future locations for the delivery of offender management services across the borough.

Restorative Justice

- 6.42 Restorative Justice is a method of resolving conflict and repairing harm, improving outcomes for victims and encouraging offenders to acknowledge the impact of their actions. In Tameside the Restorative Justice process is coordinated by a Lead Officer who guides the Restorative Project towards making the community stronger and safer by reducing reoffending rates, increasing victim satisfaction and giving victims a voice.
- 6.43 The Restorative Justice process is victim-led as they choose whether they want the case to be referred to the Restorative Justice team. Referrals have been made through Greater Manchester Police, New Charter Housing Trust and Tameside MBC, and are worked on by trained community volunteers who assist with pre-panel interviews and the Restorative Justice Impact Meetings.
- 6.44 Restorative Justice can be used at all stages of the criminal justice process, including informal resolutions on the street overseen by Police officers, and Restorative Justice Impact Meetings where a victim is able to meet their offender face-to-face. Restorative Meetings aim to balance the satisfaction of the victim with providing the offender an opportunity to move away from their criminal behaviour.
- 6.45 A cost-benefit analysis found that from October 2012 through to December 2014, the Restorative process in Tameside alone had saved the Criminal Justice System approximately £235,000.
- 6.46 **Figure 7 – Types of referrals made to Tameside’s Restorative Justice service between October 2014 and September 2015**

Crime	Referrals Made
Robbery	3
Actual Bodily Harm	14
Section 20 Grievous Bodily Harm	1
Common Assault	18
Section 18 Grievous Bodily Harm	2
Racial Hate-Crime	6
Bullying/Harassment	16
Criminal Damage	12
Theft	14
Public Order	18
Neighbour Nuisance	15
Fraud/Deception	3
Total	122

- 6.47 The table above shows that RJ has overseen a variety of different Victim Based Crimes, the most common being Common Assault, Harassment, and Actual Bodily Harm. Of the 122 referrals to Restorative Justice, 74 agreements were made (61%), 47 referrals were returned to the agency (39%) and 1 case was carried forward on to the next year. As of November 2015, only 8% of all cases that had gone to impact meetings resulted in reoffending behaviour.
- 6.48 A survey undertaken in Tameside found that 96% of all involved in the Restorative Justice process were satisfied with the process and would recommend it to others. However, a national survey conducted by the Criminal Justice Joint Inspection in 2012 found that a low proportion of people in the community were actively engaged and involved in the Restorative Justice process.
- 6.49 The Tameside Restorative Justice Steering Group identified that the most effective method of increasing awareness of Restorative Justice and integrating it into society is by initiating schemes in schools. The ideology behind Restorative Justice teacher training is that:
- It offers the teachers an alternate method of discipline that may result in healthier student/teacher relationships
 - It can improve behavioural tendencies and development in young people
 - It can reduce the number of call-outs to police from schools for non-police matters
- 6.50 The Restorative Justice into Schools scheme has been successful in Tameside to date, resulting in positive changes in a number of Tameside's secondary schools. The most notable improvement has been the reduction in Police call-outs, with some reporting a decrease of up to 33%.
- 6.51 In addition to schemes in local schools the Tameside Restorative Justice Steering Group is currently looking to embed the Restorative Justice approach into the community, Post-Sentencing processes and victim awareness with female offenders. There is also a scheme due to commence in 2016 that will focus on embedding the Restorative Justice approach into Looked After Children's Homes.

Conclusions

8. Restorative Justice has proven to better the outcomes for victims of Victim Based Crimes and actively reduce reoffending rates.
9. When integrated in school disciplinary processes, the Restorative Justice ethos has demonstrated positive and appropriate behavioural development.
10. The Restorative Justice Steering Group is looking to embed the Restorative Justice approach into more areas of the community.

Recommendations

7. That work is undertaken to raise awareness of the local success and impact Restorative Justice has had in Tameside, and to encourage greater involvement from residents in future.
8. That the Restorative Project in Tameside looks to further embed the restorative ethos and qualities into Tameside by working with local businesses and authorities.

7. CONCLUSIONS

- 7.1 The change to Ethical Crime Recording in 2014 has resulted in a noticeable rise in crime levels.

- 7.2 Cyber-crimes and hate crimes have increased in Tameside, with a third of all Victim Based Crimes being flagged as hate crimes.
- 7.3 Tameside Policing Strategy and Vision has been implemented to improve partnerships, reduce crime and better protect vulnerable residents.
- 7.4 There has been a significant change in the way Probation services are now delivered locally.
- 7.5 The main cohort of Victim Based Crime offenders are managed by Community Rehabilitation Companies, while all high risk offenders are managed by the National Probation Service.
- 7.6 When Transforming Rehabilitation was being rolled out, the Offender Rehabilitation Act was amended to ensure that any offender who is in custody for longer than 2 days will receive a minimum of 12 months supervision on licence.
- 7.7 A variety of interventions and programmes are provided by the National Probation Service and Community Rehabilitation Companies that help to rehabilitate offenders to prevent reoffending, and support reintegration back into communities.
- 7.8 Restorative Justice has proven to better the outcomes for victims of Victim Based Crimes and actively reduce reoffending rates.
- 7.9 When integrated in school disciplinary processes, the Restorative Justice ethos has demonstrated positive and appropriate behavioural development.
- 7.10 The Restorative Justice Steering Group is looking to embed the Restorative Justice approach into more areas of the community.

8. RECOMMENDATIONS

- 8.1 That the rise in hate and cyber-crime is closely monitored and intelligence is shared to support the most appropriate methods to raise awareness and provide training.
- 8.2 That where possible work is undertaken to ascertain the impact that current and future resource pressure will have on the ability of the Police and partners to continually reduce Victim Based Crime.
- 8.3 That the Police, CRCs and the Council work cooperatively to monitor the impacts of the rise in recordings of certain crime types and look to further develop victim support networks in Tameside.
- 8.4 That the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company look to strengthen partnerships in Tameside to gain a better understanding of the criminogenic factors contributing to reoffending behaviour and inform rehabilitation programmes.
- 8.5 That the performances of the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company are closely monitored to reduce reoffending rates, and ensure offender rehabilitation programmes are as successful as possible.
- 8.6 That where appropriate the Council work with the National Probation Service and Cheshire and Greater Manchester Community Rehabilitation Company to explore suitable future locations for the delivery of offender management services across the borough.

- 8.7 That work is undertaken to raise awareness of the local success and impact Restorative Justice has had in Tameside, and to encourage greater involvement from residents in future.
- 8.8 That the Restorative Project in Tameside looks to further embed the restorative ethos and qualities into Tameside by working with local businesses and authorities.

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Report To:	OVERVIEW (AUDIT) PANEL
Date:	18 July 2016
Reporting Officer:	Sandra Stewart – Executive Director Governance, Resources and Pensions
Subject:	ANNUAL REPORT OF THE SCRUTINY PANELS 2015/16
Report Summary:	<p>The Scrutiny Panels publish an Annual Report in order to inform the Council and the community of Tameside about their work during the past year. The report also contains a message from the Executive Leader that underlines the fact that scrutiny involves all of the Council not just non-executive members.</p> <p>The report reflects the structure of Scrutiny Panels that was in place in 2015/2016.</p>
Recommendations:	That the report be noted.
Link to Community Strategy:	The Annual Report of the Scrutiny Panels is widely circulated to engage as many in the community as possible, and their work programmes are linked to the Corporate Plan priorities.
Policy Implications:	The Executive implement Council policy and Scrutiny Panels undertake constructive reviews of that implementation.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report. Any costs incurred by the Scrutiny Panels and service must be met from existing budgets.
Legal Implications: (Authorised by the Borough Solicitor)	The Annual Report plays a vital role in the Council's corporate governance in ensuring there is transparency and accountability in the respective roles of the Executive and Scrutiny.
Risk Management:	There is no risk associated with the Annual Report.
Access to Information:	<p>The background papers relating to this report can be inspected by contacting Sandra Stewart, Executive Director Governance, Resources and Pensions by:</p> <p> Telephone: 0161 342 3028</p> <p> e-mail: sandra.stewart@tameside.gov.uk</p>

Foreword from the Executive Leader and Chief Executive

We are pleased to introduce the annual report of the Council's Scrutiny function. Each year our Scrutiny Panels undertake reviews of Council policies and strategies, which is a crucial task in ensuring the Executive is held to account and that positive outcomes are provided to residents.

The role of Scrutiny has become increasingly important during the challenging financial times we currently face. Our Panels strive to ensure that residents are supported and protected by strengthening partnerships and identifying more intelligent ways of working.

In order for Tameside to develop and grow, a continual review and improvement process is needed. This is particularly pertinent with the Care Together Programme soon to establish Tameside as the pioneering centre for integrated health and social care in the country.

With changes to decision making and funding at a regional level Scrutiny reviews will remain focused on priority issues and each Panel will develop work programmes to keep pace with the wider integration and transformational work taking place both in Tameside and across Greater Manchester.

The Executive Cabinet recognises the valuable role Scrutiny plays within the Council. Our Panels will continue to regularly monitor the progress of services and review the way recommendations are actioned, helping to make Tameside a better place for all.

Councillor Kieran Quinn
Executive Leader

Steven Pleasant
Chief Executive



People Scrutiny Panel

Councillors Peet (Chair), Drennan (Deputy Chair), Affleck, Ballagher, Beeley, Cartey, Cooper, P Fitzpatrick, Kinsey, Ryan, Shember-Critchley, T Smith, Whitehead, Wild

Co-opted Members Mr Ahmed, Mrs Aspin, Mrs Gregory, Mrs Marsh, Mr Osmond, Mrs Sharma

During the past year the People Scrutiny Panel has taken an in-depth look at the important issues in Tameside, choosing to review 'Child Sexual Exploitation' and 'Homelessness and the Demand for Temporary Accommodation'.

The Panel has also received updates from Children's Services, Adult Services, Education and Community Services.

The review of Child Sexual Exploitation was motivated by the growing number of high profile cases of exploitation across England. The Panel felt that this review was not only timely and topical, but that guaranteeing Tameside's young population are safeguarded and protected is an utmost priority.

During the course of the review, the Panel took a comprehensive look at the current issues and dangers surrounding exploitation, as well as at the range and effectiveness of services aimed at preventing grooming and supporting victims.

The Panel were concerned by the range of different methods of grooming through which children can be exploited. In order to make sure that robust protection strategies are in place in Tameside, the Panel emphasised the need for a holistic, multi-agency approach that combines all sectors and authorities.

With high numbers of children at risk of sexual exploitation nationally, the Panel wanted to learn more about the work being undertaken by schools to educate students of the dangers and how they can safeguard themselves. The review found that a very high proportion of schools across the borough have partaken in workshops, group exercises and targeted lessons that provide effective

safeguarding information and training to staff and students.

The Panel recommended that the Council and other partners seek to receive regular safeguarding reassurances from all authorities working with children. They also stressed the importance of engaging all schools with current and future sexual exploitation training and safeguarding themes.

Following the recent and sudden increase in the numbers of people and families becoming homeless, the Panel has recently undertaken a review of Homelessness and the Demand for Temporary Accommodation.

The review is aiming to identify the major causes of homelessness in the borough and determine how the key services have been impacted by the recent surging demand for temporary accommodation.

Over the next year, the Panel will look to continue to tackle the priority issues in Tameside and improve the wellbeing of residents.



Councillor Gillian Peet
Chair of the People Scrutiny Panel

Statutory and External Partners Scrutiny Panel

Councillors Welsh (Chair), Bowden (Deputy Chair), Affleck, Bell, Bowerman, Glover, R Miah, Middleton, Pearce, Piddington, Reid, Reynolds, Sidebottom, Sweeton, Whitehead

During 2015/16, the Statutory and External Partners Scrutiny Panel has carried out in-depth reviews of 'Victim Based Crime' and 'Food Poverty'.

The Panel has also received regular updates from Tameside Hospital, Tameside and Glossop Clinical Commissioning Group and Public Health, which have been particularly topical given the transformation of Tameside's healthcare system through the Care Together programme.

The Victim Based Crime review was motivated by recent performance data indicating that both total crime and victim based crime rose in 2013/14 for the first time in over a decade. Greater Manchester and Tameside crime levels had been consistently declining for over 20 years prior to this anomaly. The Panel investigated why the changes had occurred and how the Council can support external partners such as the Police and Probation to control victim based crime levels.

The Panel highlighted the recent and significant changes made to the way Police, Probation and other authorities are recording and combating the rising crime rates. The Police, for example, implemented Ethical Crime Recording in 2014 which has improved the integrity and discipline with which data and information are recorded. The Panel found that this strategy is responsible for the rise in recorded crime levels.

At the same time, Probation services were fragmented, with all high-risk and sexual offenders managed by the public sector National Probation Service. The medium and low-risk offenders are now managed by a private Community Rehabilitation Company. The Panel found that this has allowed rehabilitation and management plans to be more focused to the individual.

However, with the longer term impacts of these changes unknown, the Panel recommended that progress is closely monitored and that robust partnerships are developed to ensure the most positive outcomes for Tameside.

The review also highlighted the success of Restorative Justice as an alternative approach in providing victims and communities with a greater sense of resolution. Only 8% of all cases managed through Restorative Justice have resulted in reoffending behaviour since they began in 2012.

The Panel recommended that the Restorative Project in Tameside continues its successful work by integrating the restorative ethos and qualities into as many sectors of the borough as possible.

After completing this review, the Panel has started a review of Food Poverty after seeing the demand for food aid and food banks rise considerably in recent years. The Panel will undertake a detailed investigation into the causal factors that are forcing individuals and families to be without a sustainable provision of healthy food.



Councillor Kevin Welsh
Chair of the Statutory and External Partners Scrutiny Panel

Place Scrutiny Panel

Councillors Bailey (Chair), Jackson (Deputy Chair), Ballagher, Bowden, Downs, Drennan, Fowler, A Holland, I Miah, Patrick, Pearce, Ryan, F Travis, White

Over the course of the last year the Place Scrutiny Panel has undertaken two review exercises to seek assurances and receive detailed information about 'Transforming the Use of Council Buildings' and 'Future Delivery of Statutory Environmental Services'.

The Panel has also received regular updates from Environmental Services, Employment & Skills and Planning Services to ensure that all Panel members remain informed of current themes and issues within the borough.

With shrinking resources and a continuing need to address efficiency savings the Council has a vision to deliver real benefits to the local economy and communities by making the best use of all available buildings.

Over recent years the Council, with support from partners has successfully transformed a number of buildings to create a much needed addition to the local economy. When determining the future use of a building it is important to attract inward investment to the borough, create new job opportunities and support regeneration projects.

With the Council owning and maintaining a diverse portfolio of properties including civic and historic buildings, schools, community centres, libraries, museums, children's homes, offices and more. It was important for Scrutiny to be updated on plans to ensure that the corporate, economic and community needs of the borough are being met.

The Panel were keen to learn of plans the Executive has in place with regards to the sale of buildings and land, as well as the work carried out with partners to make the best use of all remaining resources.

The Panel has also undertaken an exercise to learn more about the Future Delivery of

Statutory Environmental Services. Following significant budget reductions and savings targets placed on a number of Environmental Services the Panel wanted to ensure that any changes to the delivery of services will not impact on residents of the borough.

It soon became clear for members to learn more about the range of statutory services provided by the Council and the minimum level of resources and redesign required to continue what has been a high level of service.

To account for this and provide the most comprehensive range and quality of services possible, the Environmental Services team has undergone largescale staffing and structural changes. The total workforce has been reduced significantly and job roles have been integrated to create multi-operational Business Compliance Officers who can now undertake a range of statutory roles.

The Panel will continue to monitor the impact that budget reductions have on services and ensure that regular updates are received to keep pace with planned changes and improvements across the Place Directorate.



Councillor Maria Bailey
Chair of the Place Scrutiny Panel

Ideas for Scrutiny

You have just read what we have done over the past 12 months; perhaps you can influence what the Panels do in the future by suggesting projects which would be suitable for Scrutiny.

Please bear in mind that Scrutiny is not a complaints system, but can undertake in-depth reviews and report to the Council.

All reports are published on the Council's website: www.tameside.gov.uk/scrutiny

If you want to suggest a suitable topic for Scrutiny please complete the following slip and return to:

Democratic Services
Dukinfield Town Hall
King Street
Dukinfield
SK16 4LA

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Ideas for Scrutiny



Name:

Address:

Tel:

Email:

Suggestion for Scrutiny Panel:

Report To:	OVERVIEW (AUDIT) PANEL
Date:	18 July 2016
Reporting Officer:	Sandra Stewart - Executive Director Governance, Resources and Pensions
Subject:	DRAFT SCRUTINY ANNUAL WORK PROGRAMMES FOR THE MUNICIPAL YEAR 2016/17
Report Summary:	To receive for information, the draft work programmes of the Scrutiny Panels for 2016/17.
Recommendations:	That the draft work programmes for the first quarter of 2016/17 be noted.
Links to Community Strategy:	The work programmes are linked to the Council's Corporate Plan priorities. Reviews taking place will help to ensure that the priorities will be delivered effectively across Tameside.
Policy Implications:	The work programmes comprise reviews that seek to check on the effective implementation of the Council's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	All costs incurred must be met from within existing budgets.
Legal Implications3: (Authorised by the Borough Solicitor)	Part 4(g) of the Scrutiny Procedure Rules set out in the Constitution requires the Chair of each Scrutiny Panel to submit an annual Work Programme to Council for approval.
Risk Management:	The Chairs and Deputy Chairs of the Scrutiny Panels will be informed of the progress in implementing the work programmes.
Access to Information:	<p>The background papers relating to this report can be inspected by contacting Paul Radcliffe, Scrutiny and Member Services Manager by:</p> <p> Telephone: 0161 342 2199</p> <p> e-mail: paul.radcliffe@tameside.gov.uk</p>

1. SCRUTINY PANEL WORK PROGRAMMES

- 1.1 The draft work programmes for the Council's two Scrutiny Panels have been proposed by panel members and the report contains information relating to the initial in-depth reviews to be undertaken during the first quarter of 2016/17.
- 1.2 The work programmes have been developed to reflect some of the priority issues facing the Council as well as individual areas of concern raised by scrutiny members. The work programmes include follow up reviews to consider the progress and implementation of recommendations contained in Scrutiny Panel reports already adopted by the Executive. Scrutiny Panels also undertake a systematic monitoring of the achievement of Tameside's People and Place Scorecard.
- 1.3 Care has been taken to ensure that the work programmes link to the Corporate Plan priorities of the Council. The majority of the items on the work programmes will involve reviews and activities that are aimed at adding value to the services that are central to the Council's priorities and performance.
- 1.4 The review topics selected by each panel for the first quarter are as follows.

Integrated Care and Wellbeing Scrutiny Panel – Carers in Tameside

Place and External Relations Scrutiny Panel – Impact of Bin Swap and Delivering Future Improvements to Recycling

- 1.5 In order for work programmes to be as robust as possible further time will be taken to liaise with Members, the Senior Management Teams of both the Council and Single Commissioning body and partners before they are finalised for the 2016/17 municipal year. A report will be prepared for the next meeting of the Overview (Audit) Panel on 12 September 2016 to present the final work programmes, having been signed off by both panels.

Integrated Care and Wellbeing Scrutiny Panel

Work Programme 2016/17

In-depth Policy Reviews

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested by
Carers in Tameside	<p>Changes to the Care Act in April 2015 were made to improve conditions for many people that require support, and their carers. The changes gave local authorities a responsibility to assess the level of support that a carer may need. Councils are also allowed to arrange for other organisations such as charities or private companies to carry out assessments.</p> <p>Data from the 2011 Census showed that there are approximately 24,000 residents in Tameside who consider themselves as a carer. When looking at this in more detail, only 11,000 people are registered as carers and 3,500 seen to be active on a regular basis.</p> <p>The review will consider the changes that have been made to the Care Act along with the role and strategies of the Council to identify, assess and support carers across the borough.</p>	This review will support the corporate priority 'People' by helping people to live independent lifestyles supported by responsible communities and improving the health and wellbeing of residents.	Adult Social Care and Wellbeing	Panel
Impact of the Public Service Hub	In order to provide the highest quality of public services during testing financial times, the Council established one of the country's first Public Service Hubs, which aims to create and progress an integrated public service model that brings together a range of professionals and agencies, while also streamlining systems and processes.	This review will support the corporate priority 'People' by helping people to live independent lifestyles supported by responsible communities and improving the health and wellbeing of residents.	Children and Families	Panel

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested by
	<p>The Hub aims to focus on early intervention and prevention in order to reduce the demand across the public sector, performing more cost-effectively, and better addressing all needs of households across the borough.</p> <p>The review will take an in-depth look at the Hub and its ability to effectively improve the coordination of services, and create more positive outcomes for families, children and communities across the borough.</p>			
Special Educational Needs (SEN) – Reducing the Gap	<p>National data shows that the number of pupils with special educational needs (SEN) continues to fall. It is also clear that during this period the attainment gap has generally remained unchanged.</p> <p>Some learning difficulties may only require limited intervention, while others may require large amounts of support on a daily basis to provide assistance with learning. It is important to understand the range of needs and the support that the local authority and schools are able to provide in mainstream settings.</p> <p>Following on from the review of Special Educational Needs in Tameside carried out in 2011/12 the review will look at the impact of the SEN code of practice implemented in June 2014 and strategies developed to improve the attainment gap.</p>	<p>This review will support the corporate priority 'People' by increasing educational attainment and skills levels.</p>	<p>Lifelong Learning</p>	<p>Panel</p>

Ongoing Monitoring

Subject of Review	Rationale	Links to the Council's Corporate Plan Priorities	Executive Member	Frequency
Care Together	The Care Together Programme is bringing about an integrated health and social care system for Tameside, which is both innovative and ambitious. The Panel will receive regular updates relating to the progress, transformational work, and service delivery going forward.	This will support the corporate priority 'People' by improving the health and wellbeing of residents.	Healthy and Working / Adult Social Care and Wellbeing	Ongoing
Tameside Hospital	The Panel will continue to monitor performance and developments at Tameside Hospital. Members of the Hospital's Executive attend Scrutiny Panel meetings on a regular basis to keep the Panel updated and informed of any significant changes.	This will support the corporate priority 'People' by improving the health and wellbeing of residents.	Healthy and Working / Adult Social Care and Wellbeing	Ongoing
Adult Services	The Panel will receive updates on developments to service delivery, the Care Together Programme and impact of the changes to the Care Act.	This will support the corporate priority 'People' by improving health and wellbeing of residents and protecting the most vulnerable.	Adult Social Care and Wellbeing	Annually
Children's Services / Early Years	The Panel will continue to receive performance updates and development information for a range of Children's Services.	This will support the corporate priority 'People' by supporting families to care for their children safely and protecting the most vulnerable.	Children and Families	Annually
Education	The Panel will receive updates on School Performance and Standards including required actions following Ofsted inspections.	This will support the corporate priority 'People' by increasing educational attainment and skills levels.	Life Long Learning	Annually
Health and Wellbeing Board	The Scrutiny Panel has a good relationship with the board and ongoing work will be undertaken to routinely share information and developments.	This will support the corporate priority 'People' by improving the health and wellbeing of residents.	Healthy and working	Annually

Performance Monitoring

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Frequency
People and Place Scorecard	The Scrutiny Panel will receive performance monitoring information on the People and Place scorecard measures relating to the remit and will:- i. scrutinise performance against direction of travel and comparator areas; ii. request information from partner organisations where relevant to particular People and Place Scorecard measures; and iii. expect partner organisations to consider and respond to scrutiny recommendations concerning the measures relevant to their organisation.	This performance monitoring exercise supports the Council's vision to maximise the wellbeing of the people of the borough as outlined in the Corporate Plan.	Quarterly

Evaluation of Review Outcomes

(An evaluation of the implementation of the Scrutiny Panel's recommendations)

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
Child Sexual Exploitation	The review investigated the current levels of child sexual exploitation in Tameside and the effectiveness of strategies being put in place by the Council, Police, Schools and other partners in the borough. The Panel will receive an update on the issue of child sexual exploitation in Tameside and the ongoing work that has been undertaken to combat it.	This review supported the corporate priority 'People' by protecting the most vulnerable and supporting families to care for their children safely.	Children and Families	Panel
Homelessness and the Demand for Temporary Accommodation	The review looked at the levels and causes of homelessness in Tameside and how the Council and partners are working to prevent and reduce the severity and incidence of homelessness in the borough.	This review supported the corporate priority 'People' by helping people to live independent lifestyles supported by responsible communities.	Healthy and Working	Panel

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
	The Panel will receive an update on the outcomes of the recommendations and work that is being undertaken to reduce homelessness and the demand for temporary accommodation in the borough.			

Place and External Relations Scrutiny Panel

Work Programme 2016/17

In-depth Policy Reviews

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
Impact of Bin Swap and Delivering Future Improvements to Recycling	<p>With an ongoing commitment to improve recycling rates and reduce the amount of costly waste being sent to Landfill the Council made significant efforts to transform services and introduce a brand new recycling scheme 'Bin Swap'.</p> <p>In November 2013 Tameside's Bin Swap pilot was introduced across four areas, with wider roll out of the scheme from January 2015.</p> <p>Bin Swap is a key component of the Council's 'Greening the Borough' initiative by improving recycling rates. A clear plan was created to communicate key messages and engage residents with the changes ahead, with a clear reference to the opportunity cost of not undertaking the improvements.</p> <p>The review will look at the overall performance of Bin swap to date, paying particular attention to recycling improvements for each area of the borough. Work will also be undertaken to look at further options the service has to improve recycling rates and collection methods.</p>	This review will support the corporate priority 'Place' by reducing our carbon footprint, both in energy and waste, and promoting cleaner, greener and safer neighbourhoods.	Clean and Green	Panel

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
Improving Tameside's Affordable Housing Offer	<p>Addressing a range of affordable housing needs has become a major concern for local authorities across the country, as the gap between local income levels and the cost of living and housing continues to widen.</p> <p>New affordable homes are additional housing units (or bed spaces) provided to specified eligible households whose needs are not met by the market. Affordable housing is the sum of social rent, affordable rent, intermediate rent and affordable home ownership.</p> <p>Over recent years the Council has worked closely and collaboratively with housing partners in order to meet the needs of the borough. The review will look at Tameside's current position with regards to affordable housing needs and the strategies in place to deliver a sustainable and evenly distributed supply of affordable homes for current and future generations.</p>	<p>This review will support the corporate priority 'Place' by improving housing choice.</p>	<p>Healthy and Working</p>	<p>Panel</p>
Supporting Local Businesses and Employment	<p>It is important that existing businesses are supported and an appealing local offer is developed to attract and retain new industries to the area. Tameside is well positioned within the geography of Greater Manchester and a large amount of work has been undertaken over recent years to improve connectivity and transport links both to and from the borough.</p> <p>In 2015 the Council put forward plans to implement the Business Enterprise Grant, Trade Grant and Inward Investment Grant schemes to provide additional support for local businesses.</p>	<p>This review will support the corporate priority 'Place' by strengthening the local business community and our town centres, and growing levels of inward investment.</p>	<p>Healthy and Working</p>	<p>Panel</p>

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
	The review will look at ways to strengthen and expand Tameside's business community and the development of an offer which promotes the formation of business partnerships across the region, providing an opportunity for large and small businesses to receive support to continue growing.			

Ongoing Monitoring

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Frequency
Bin Swap	The Panel will receive updates on the roll out of the Bin Swap scheme across the borough, including the impact on recycling rates and reduction in landfill charges.	This will support the corporate priority 'Place' by promoting cleaner, greener and safer neighbourhoods and reduce our carbon footprint both in energy and waste.	Clean and Green	Annually
Police and Fire Services	The Panel will meet with representatives of "responsible authorities" to discuss initiatives and activity.	This will support the corporate priority 'People' and 'Place' by protecting the most vulnerable and promoting safer neighbourhoods.	Deputy Executive Leader	Annually
Employment and Skills	The Panel will receive an update on the work and actions carried out by the Council's Employment and Skills team to deliver better outcomes for Tameside businesses, residents and the local economy.	This will support the corporate priority 'Place' by strengthening the local business community and town centres and work with businesses to create economic opportunities for residents.	Healthy and Working	Annually
Town Centres	The Panel will receive updates on work taking place in Tameside town centres such as the development and impact of the Tameside Loyalty Card Scheme and the implementation and progress of the Big Tidy Up.	This will support the corporate priority 'Place' by strengthening the local business community and town centres, promoting cleaner, greener and safer neighbourhoods and support a cultural offer that attracts people to the borough.	Deputy Executive Leader	Annually

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Frequency
Transport and Infrastructure	The Panel will receive an update on the progress of the Ashton Pinchpoint scheme and plans for the Transport Interchange.	This will support the corporate priority 'Place' by improving transport infrastructure.	Clean and Green	Annually
Vision Tameside	The Panel will receive an update on the Vision Tameside programme and development of the council offices, retail and college buildings.	This will support the corporate priority 'Place' by strengthening the local business community and town centres and support a cultural offer that attracts people to the borough.	First Deputy (Performance and Finance)	Annually

Performance Monitoring

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Frequency
People and Place Scorecard	The Scrutiny Panel will receive performance monitoring information on the People and Place scorecard measures relating to the remit and will:- i. scrutinise performance against direction of travel and comparator areas; ii. request information from partner organisations where relevant to particular People and Place Scorecard measures; and iii. expect partner organisations to consider and respond to scrutiny recommendations concerning the measures relevant to their organisation.	This performance monitoring exercise supports the Council's vision to maximise the wellbeing of the people of the borough as outlined in the Corporate Plan.	Quarterly

Evaluation of Review Outcomes

(An evaluation of the implementation of the Scrutiny Panel's recommendations)

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
Food Poverty	The review looked at the strategies in place to improve the skills levels in the borough, including the collaborative work that takes place with key partners. The Panel will receive an update on performance across Tameside and the actions that have been taken since the review was carried out.	This review supported the corporate priority 'People' through increasing educational attainment and skills levels.	Healthy and Working	Panel

Subject of Review	Rationale for Review	Links to the Council's Corporate Plan Priorities	Executive Member	Suggested By
Victim Based Crime	<p>The review aimed to determine the causes of the rise in victim based crimes since 2014, and look at the actions being taken to combat victim based crime in Tameside.</p> <p>The Panel will receive an update on the levels of victim based crime in Tameside to ascertain the impact that strategies by Police and partners have had.</p>	<p>This review supported the corporate priority 'Place' by promoting cleaner, greener and safer neighbourhoods.</p>	<p>Deputy Executive Leader</p>	<p>Panel</p>