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OVERVIEW (AUDIT) PANEL

Day: Monday
Date: 10 September 2018
Time: 2.00 pm
Place: Lesser Hall 2 - 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 30 July 2018 to be signed by the Chair as a correct record.	1 - 6
4.	SCRUTINY UPDATE To consider a report of the Director of Governance and Pensions.	7 - 12
5.	THE EFFECTIVENESS OF LOCAL AUTHORITY COMPLAINT HANDLING To consider a report of the Director of Governance and Pensions.	13 - 22
6.	APPROACH TO ENGAGEMENT AND CONSULTATION To consider a report of the Director of Governance and Pensions.	23 - 50
7.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Charlotte Forrest, Senior Democratic Services Officer on 0161 342 2346 or charlotte.forrest@tameside.gov.uk, to whom any apologies for absence should be notified.

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OVERVIEW (AUDIT) PANEL

30 July 2018

Commenced: 2.00 pm

Terminated: 3.05 pm

Present: Councillors Ricci (Chair), Homer (Deputy Chair), Bailey, Bell, Fairfoull, Glover, Pearce, Peet and T Smith

In Attendance:

Sandra Stewart	Director of Governance and Pensions
Paddy Dowdall	Assistant Director of Pensions (Local Investments and Property)
Tom Wilkinson	Assistant Director of Finance
Heather Green	Finance Business Partner
Wendy Poole	Head of Risk Management and Audit Services
Simon Brunet	Policy Manager

Apologies for Absence: Councillor Warrington

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. MINUTES

The Minutes of the meeting of the Overview (Audit) Panel held on 11 September 2017 were agreed and signed as a correct record.

3. REVENUE MONITORING

The Deputy Executive Leader / Director of Finance submitted a report detailing the Council's revenue outturn position for 2017/18, which was £3.342 million under budget. This overall position reflected the prudent planning taken when setting the 2017/18 budget.

It was reported that there had been some savings challenges across Council services including an overspend of £8.655 million due to the demand on service provision in Children's Social Care. The pressures within Children's Services were expected to continue beyond 2018/19, which would be strongly managed. The overspend in service areas was counterbalanced by an underspend in Governance, Finance and IT and corporate costs resulting in the final underspend of the revenue budget outturn position for 2017/18.

It was noted that the Medium Term Financial Plan had been updated and presented at Council in February 2018 alongside the proposed balanced budget for 2018/19. Following a review of the current demand pressures facing Children's Services there would be additional investment in Children's Services over the period 2018/19 to 2020/21 to drive the required improvements.

Details were given of Council Tax and Business Rates and the Care Together programme, including the Integrated Commissioning Fund risk share agreement, in addition to risks and emerging financial pressures such as demographic pressures that were increasing the demand for Adults and Early Intervention Services, the liquidation of Carillion in January 2018 and some material risks in relation to the Vision Tameside capital programme.

Members acknowledged the underspend for 2017/18 and thanked Council staff for their hard work in achieving this. They stressed the need to closely monitor the situation going forward in light of the pressures that had been outlined.

RESOLVED:

- (i) That the revenue outturn position be noted;**
- (ii) That the detail for each service area be noted;**
- (iii) That the position on the Integrated Commissioning Fund, including the transaction of the risk share be noted; and**
- (iv) That the emerging risks and financial pressures be noted.**

4. CAPITAL MONITORING

The Deputy Executive Leader / Director of Finance submitted a report summarising the 2017/18 capital expenditure outturn position at 31 March 2018.

The report showed actual capital investment of £51.385 million at 31 March 2018. This was significantly less than the original budgeted capital investment for 2017/18 and was in part due to project delays following the liquidation of Carillion. Re-profiling requests of £3.449 million into future years to match expected spending profiles had been requested. Once the re-profiling had been taken into account, the capital outturn position was £0.530 million less than the capital budget for this year.

It was reported that a review of the full three year Capital Programme would take place in summer 2018 due to a number of pressures facing the programme, which meant that demand for capital resources was now expected to significantly exceed available resources.

Details of the projected outturn capital investment were shown by service area and Section 4 of the report referred to the most significant scheme variations. Reference was also made to the changes to the capital receipts and prudential indicators.

RESOLVED:

- (i) That the re-profiling to reflect up to date investment profiles be noted;**
- (ii) That the changes to the capital programme be noted;**
- (iii) That the updated Prudential Indicator position be noted;**
- (iv) That the capital outturn position be noted;**
- (v) That the resources currently available to fund the Capital Programme be noted;**
- (vi) That the updated capital receipts position be noted; and**
- (vii) The need for a full review of the Capital Programme in early summer 2018 be noted.**

5. TREASURY MANAGEMENT

The Deputy Executive Leader / Director of Finance submitted a report setting out the Treasury Management activities for the financial year 2017/18. As investment rates were lower than external borrowing rates throughout the year, available cash reserves were used to fund internal borrowing on a temporary basis. This resulted in lower than anticipated borrowing costs with an overall interest saving of £0.404 million. At year-end the total investment balance was £127 million and total long term borrowing was £112 million. Investment income was £1.521 million.

Details were also given of the following:-

- Long term borrowing;
- Interest Rates;
- Activities 2017/18;
 - Borrowing

- Rescheduling
- Year-end position
- Investments – managing cash flow
- Interest payable and receivable in the year;
- Current Activities;
- Greater Manchester Metropolitan Debt Administration Fund; and
- Prudential Limits.

RESOLVED:

- (i) **That the treasury management activities undertaken on behalf of both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF) be noted; and**
- (ii) **The outturn position for the prudential indicators, as appended to the report, be approved.**

6. AUDIT FINDINGS REPORT (ISA260) - TAMESIDE MBC AND GREATER MANCHESTER PENSION FUND 2017/18

The Deputy Executive Leader / Director of Finance submitted a report highlighting the key matters arising from Grant Thornton's audit of the 2017/18 financial statements of both Tameside MBC and Greater Manchester Pension Fund, which Grant Thornton was required to report under the Audit Commission's Code of Audit Practice and the International Standard of Auditing. The report also incorporated the annual Value for Money conclusion.

It was explained that, the external audit of the Council's accounts was substantially complete and subject to conclusion of some areas of work. Grant Thornton anticipated issuing an unqualified audit opinion by the deadline of 31 August 2018. There were two amendments to the financial statements, which were not material and did not have a fundamental impact on the financial position of the Council. A number of other presentational amendments had been agreed, which improved the overall quality and presentation of the Statement of Accounts.

With regard to the external audit of the Pension Fund accounts, it was reported that it was substantially complete and subject to clearance of outstanding queries. Grant Thornton anticipated issuing an unqualified audit opinion following the Overview (Audit) Panel meeting. There were no amendments to the financial statements. A number of presentational amendments had been agreed, which improved the overall quality and presentation of the Statement of Accounts.

The report contained copies of the letters of representation for both Tameside MBC and Greater Manchester Pension Fund, which would be signed following the meeting and forwarded to Grant Thornton. The report detailed the value for money conclusion, which was set out in the Audit Findings Report as appended to the report.

Members thanked the Grant Thornton representatives and asked for their thanks to be extended to all staff that had been involved in the external audit.

RESOLVED:

- (i) **That the content of the report be noted;**
- (ii) **That the adjustments and presentational changes to the accounts, as detailed in the Audit Findings report as appended to the report be agreed;**
- (iii) **That the value for money conclusion included in the Audit Findings report, as appended to the report, be noted; and**
- (iv) **That confirmation be given that the Council has complied with all matters set out in the Letter of Representation and ensure that a signed copy is forwarded to the External Auditor.**

7. AUDITED STATEMENT OF ACCOUNTS 2017/18

The Deputy Executive Leader / Director of Finance submitted a report, detailing the Audited Statement of Accounts for Tameside MBC and Greater Manchester Pension Fund for the year ending 31 March 2018. The accounts were prepared in accordance with the CIPFA Code of Practice for Local Authority Accounting, which was based on International Financial Reporting Standards. The full financial statements were appended to the report.

The Panel were notified that the draft Statement of Accounts had been certified by the Director of Finance on 30 May 2018 and publication was required by 31 May 2018, one month earlier than the previous year. The audit was required to be completed by 31 July 2018, two months earlier than the previous year.

The Tameside MBC Statement of Accounts 2017/18 had been amended in line with the Audit Findings Report (ISA 260). The amendment impacted the Balance Sheet and Comprehensive Income and Expenditure Statement of the Council, relating to the disposal of assets for Academy Schools. This amendment was not material to the financial statements. Due to the ongoing audit there was a small risk that the accounts could be further amended but any changes were likely to be minor. The Greater Manchester Pension Fund Statement of Accounts 2017/18 had been adjusted, as recommended by the auditors and agreed by management.

The Chair thanked Grant Thornton for their hard work and support over the years and welcomed Karen Murray, Mazarrs LLP who would be auditing the accounts of Tameside Metropolitan Borough Council for the five years from 2018/19.

RESOLVED:

- (i) That the findings of external audit as detailed in the report be noted; and**
- (ii) That the audited Statement of Accounts for 2017/18, including the core statements, notes to the accounts and supplementary financial statements be approved.**

8. ANNUAL GOVERNANCE STATEMENT 2017/18

The Director of Finance submitted the Annual Governance Statement for 2017/18, which was a requirement of Regulation 6 of the Accounts and Audit Regulations 2015. It required authorities to 'conduct a review at least once in a year of the effectiveness of its system of internal control' and 'following the review, the body must approve an annual governance statement prepared in accordance with proper practices in relation to internal control'.

The Annual Governance Statement, which covered both Tameside MBC and the Greater Manchester Pension Fund, was based on the following:-

- AGS Self-Assessment Checklists and signed Assurance Statements;
- Head of Risk Management and Audit's Annual Report;
- Medium Term Financial Plan / Budget Report;
- Review of System of Internal Audit;
- Annual Audit Letter;
- Role of the Chief Financial Officer;
- Role of the Head of Internal Audit;
- Corporate Plan; and
- Statutory Inspections.

It was reported that the Draft Annual Governance Statement was presented to the Single Leadership Team on 8 May 2018 and Audit Panel on 29 May 2017. The Statement had been submitted to External Audit for review and there had been consultation with Executive Members during June 2018. All comments received had been incorporated into the document and the final

version was appended to the report. The statement would be signed following the meeting and forwarded to Grant Thornton.

RESOLVED:

That the Annual Governance Statement for 2017/18 be approved.

9. EFFECTIVENESS OF LOCAL AUTHORITY OVERVIEW AND SCRUTINY

The Director of Governance and Pensions submitted a report that provided a summary of a report published by the Communities and Local Government Committee into the Effectiveness of Local Authority Overview and Scrutiny Committees. Findings had been used to undertake a self-assessment of Tameside's Scrutiny function including Organisational Structure and Culture, Member Training and Skills and The Role of the Public.

It was reported that since its creation from the Local Government Act 2000, scrutiny in Tameside had developed a strong reputation both within the Council and across partner organisations. A review of the Council's scrutiny function was last undertaken in 2013/14, when at that time, there was a need to create a more flexible and responsive model for general activity along with in-depth reviews. Tameside had dedicated officer support to scrutiny and the position was now located within Policy, Performance and Communications where there was greater access to performance information and resource to enhance the way scrutiny activity was both planned and delivered.

There was an opportunity for scrutiny to evolve and develop and a number of improvements were proposed as follows:-

- That any future updates and changes to guidance for local authority scrutiny arrangements be fully incorporated within local structure and delivery.
- To introduce quarterly meetings between scrutiny chairs and cabinet members to improve awareness of priorities, to share information and inform scrutiny activity.
- To position scrutiny as an integral part of the Council and CCG performance, engagement and consultation activities.
- That scrutiny becomes a more effective 'critical friend' to the Executive and used to undertake timely research on areas of concern to inform future work and decision making.
- That options be explored for the timely procurement for the training and development of scrutiny members.
- To improve public engagement and raise awareness of scrutiny activity through social media.

The Policy Manager was pleased to report that a meeting had already taken place between the scrutiny chairs and cabinet members and training for all scrutiny members would take place by September 2018.

A wide ranging discussion ensued and Members welcomed the training opportunities especially in light of newly elected members and those who were new to chairing. It was commented that the remits of the two scrutiny panels were vast and there was a need to work in a different way with a greater emphasis on short task and finish groups.

In response to Members concerns it was confirmed that scrutiny chairs met with the relevant Executive Member to discuss the recommendations that arose from scrutiny reviews. The Overview (Audit) Panel acted as a mechanism to allow for dialogue between Executive and Scrutiny and was the most effective and efficient way to ensure that any recommendations remained current.

RESOLVED:

- (i) That the report be noted; and**
- (ii) That the future development actions listed above be noted.**

10. SCRUTINY ANNUAL WORK PROGRAMME 2018/19

The Director of Governance and Pensions, submitted a report detailing the work programmes of the Council's Scrutiny Panels to cover the municipal years 2018/19 and 2019/20.

It was reported that the work programmes of the Council's scrutiny panels had been developed to reflect priority issues across the Council, Strategic Commission and external partners. The programme supported the approach to improve the flexibility, responsiveness and reporting methods of the panels and had been designed as a two year working document.

Scrutiny activity would continue to be undertaken outside of the six formal meetings and both panels would monitor and evaluate outcomes from previous reviews undertaken and the implementation of past recommendations. In order to further develop scrutiny activity, plans were in place to ensure panel members were able to contribute and respond to a range of engagement and consultation activity taking place within the Council and across partners.

Tables detailing a list of topics for the Integrated Care and Wellbeing Scrutiny Panel and Place and External Relations Scrutiny Panel to choose from were included in the report in addition to information on monitoring past recommendations and cross panel activity. The list of topics had been agreed at the June 2018 scrutiny meetings and were a combination of service and performance updates, input to formal consultations and areas for in-depth review.

RESOLVED:

That the Scrutiny Work Programmes and planned activities be noted.

11. SCRUTINY REPORT - APPROACH TO COMMUNITY SAFETY PARTNERSHIP WORKING

A report was submitted by the Chair of the Place and External Relations Scrutiny Panel, which commented on the Executive response made to the Scrutiny Review 'The Approach to Community Safety Partnership Working', which was concluded in April 2018.

RESOLVED:

That the recommendations detailed in Section 8 of Appendix 2 to the report be noted.

12. URGENT ITEMS

There were no urgent items.

CHAIR

Agenda Item 4.

Report To:	OVERVIEW (AUDIT) PANEL
Date:	10 September 2018
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Dobson, Assistant Director – Policy, Performance and Communications
Subject:	SCRUTINY UPDATE
Report Summary:	To receive for information, a summary of the work undertaken by the Council's two scrutiny Panels for the period June to September 2018.
Recommendations:	That Overview (Audit) Panel are asked to note: (a) The content of the report and summary of scrutiny activity. (b) That a standard agenda item named 'Scrutiny Update', be added to all future meetings of the panel in order to receive timely reporting of scrutiny activity and outcomes for assurance.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's corporate priorities. Scrutiny activity seeks to support effective decision making and support priorities across Tameside.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
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)	<p>Overview and scrutiny committees were established in English and Welsh local authorities by the Local Government Act 2000. They were intended as a counterweight to the new executive structures created by that Act (elected mayors or leaders and cabinets). Their role was to develop and review policy and make recommendations to the council.</p> <p>Today, the legislative provisions for overview and scrutiny committees for England can be found in the Localism Act 2011. Those for Wales are in the Local Government (Wales) Measure 2011, and those for Northern Ireland are in the Local Government Act (Northern Ireland) 2014. There are no legislative provisions for overview and scrutiny in Scotland, though many Scottish local authorities do operate scrutiny committees alongside executive structures.</p> <p>Local authorities also manage processes of 'external scrutiny', where their committees look at issues which lie outside the council's responsibilities. In England, specific powers exist to scrutinise health bodies, crime and disorder partnerships, and Police and Crime Commissioners. Combined authorities are also required to establish overview and scrutiny committees.</p>

A helpful parliamentary note can be found [here](#)

Risk Management:

Regular updates to Overview (Audit) Panel provide assurance that the Scrutiny is progressing with an effective work programme that supports good decision making and service improvement.

Access to Information:

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



Telephone: 0161 342 2199



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

1. INTRODUCTION

- 1.1 Scrutiny activity can take many forms, from panel meetings and in-depth reviews, through to the need for greater flexibility provided by working groups. The order and complexity of work for each panel is determined by the agreed work programmes, which have been developed to reflect priority issues across the Council, Strategic Commission and external partners.
- 1.2 Scrutiny work programmes identify and support a need for improved flexibility, responsiveness and reporting methods. Plans are in place to generate greater scrutiny awareness and input to a range of engagement and consultation activities taking place within the Council and across partners.
- 1.3 In order to adapt the way scrutiny activity is reported, it is proposed that a standing agenda item be added to future Overview (Audit) Panel meetings. This item will provide a platform for appropriate insight, activity, outcomes and proposals to be relayed. This method of reporting will support the improved responsiveness of scrutiny work and also prevent any delay in the communication of key messages.
- 1.4 This report, by nature, aims to provide members with a general summary of scrutiny activity and to include detail of outcomes and proposals. It remains that all reports produced by scrutiny panels as a result of in-depth review will continue to be tabled at the earliest opportunity.

2. SCRUTINY ACTIVITY

- 2.1 To date scrutiny panels have held three formal meetings in June, July and September 2018. In June panel members developed and approved work programmes for the period 2018 to 2020. The order in which activity will be conducted was also discussed and agreed.
- 2.2 The tables below provide a summary and chronology of scrutiny activity. Panel members have identified a number of priorities for the first half of the municipal year, which are timely and coincide with consultation activity for which a valued response and input can be achieved.
- 2.3 Scrutiny in practice will continue to be mindful of the suitability and appropriateness of timings with regards to the impact and value of planned activity. This includes the selection and order of topics and updates to be received during the year ahead.

Figure 1: Breakdown of scrutiny activity by panel and meeting date

INTEGRATED CARE AND WELLBEING		
14 June 2018	26 July 2018	13 September 2018
<ul style="list-style-type: none">• Work Programme agreed for period 2018 to 2020.• Future training requirements for all scrutiny panel members.• Ofsted monitoring of Children's Services improvement.	<ul style="list-style-type: none">• Over-the-counter-medicines<ul style="list-style-type: none">- Overview of guidance and consultation.- Response and input of scrutiny panel being sought.• Scrutiny engagement<ul style="list-style-type: none">- Discussion on methods to improve public	<ul style="list-style-type: none">• Panel to approve formal response and input to consultation for over-the-counter-medicines.• Quality of Tameside Care Homes<ul style="list-style-type: none">- Overview of current position to be provided at the meeting.

	<p>awareness of scrutiny activity and wider participation in scrutiny work.</p> <ul style="list-style-type: none"> • Suicide Prevention <ul style="list-style-type: none"> - Agreed that working group activity to be concluded in the form of a formal report and recommendations. 	<ul style="list-style-type: none"> - Priorities to be agreed and working group to continue this work.
PLACE AND EXTERNAL RELATIONS		
12 June 2018	31 July 2018	11 September 2018
<ul style="list-style-type: none"> • Work Programme agreed for period 2018 to 2020. • Future training requirements for all scrutiny panel members. 	<ul style="list-style-type: none"> • Air Quality <ul style="list-style-type: none"> - Overview of issues both GM and local level. - Required to deliver a Clean Air Plan for Tameside. - Timely input for scrutiny in developing the plan. - Working group to continue this work. • Scrutiny engagement <ul style="list-style-type: none"> - Discussion on methods to improve public awareness of scrutiny activity and wider participation in scrutiny work. 	<ul style="list-style-type: none"> • Business Growth <ul style="list-style-type: none"> - Conclusion of past activity in the form of a short report. • Follow-up on Air Quality, to include priorities and reporting.

Integrated Care and Wellbeing Scrutiny Panel

- 2.4 At the July meeting consideration was given to the new NHS England guidance to reduce the future prescribing of over-the-counter medicines for minor and self-limiting conditions. At a local level there is a 12 week period of engagement between June and September 2018 that will inform a local decision by Tameside and Glossop Clinical Commissioning Group whether to adopt the new NHS England guidance in full, in part or not all. Tameside and Glossop Clinical Commissioning Group have sought input from the scrutiny panel as part of the engagement process.
- 2.5 A formal response has been drafted for sign off at the September meeting, for inclusion in the engagement. This is a positive example of the speedy and effective contribution that scrutiny can make at an earlier stage in policy and service development.

Place and External Relations Scrutiny Panel

- 2.6 At the July meeting the panel received a detailed overview of air quality impacts from both health and environmental aspects. With the authority as part of Greater Manchester wide activity to develop a Clean Air Plan, scrutiny will have an ongoing role to provide a 'critical friend' input to the develop of plans and engagement on those plans.
- 2.7 A working group of the panel has been established to look at the complexity of issues and possible solutions with regards to improving local and regional air quality. The panel will remain responsive to timescales and contributing factors for wider engagement.

3. TRAINING FOR SCRUTINY MEMBERS

- 3.1 Discussions took place at the June meetings to determine the range of training requirements to take account of changes in panel membership and also the induction to scrutiny for newly elected members.
- 3.2 It is important that panel members acquire the necessary knowledge, awareness and skills to be confident in fulfilling their scrutiny role. This includes legislative framework, the evolving role of scrutiny and developing techniques to remain relevant, effective and flexible to change.
- 3.3 In partnership with North West Employers (NEW) arrangements were made for all panel members to attend a training session aimed at 'Shaping Successful Scrutiny'. The training was delivered by Dr Stephanie Snape, an associate to NWE. The content was designed to deliver a refresh on scrutiny fundamentals, processes and councillors becoming effective scrutineers.
- 3.4 The sessions took place on 22 August and 5 September. They were extremely well attended and feedback was positive on its ability to refresh and enthuse councillors in their role for the forthcoming year.

4. RECOMMENDATIONS

- 4.1 As set out on the front of the report.

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Agenda Item 5.

Report To:	OVERVIEW (AUDIT) PANEL
Date:	10 September 2018
Reporting Officer:	Sandra Stewart, Director - Governance and Pensions Sarah Dobson, Assistant Director - Policy, Performance and Communications
Subject:	THE EFFECTIVENESS OF LOCAL AUTHORITY COMPLAINT HANDLING
Report Summary:	This report provides a summary of a report published by the Local Government and Social Care Ombudsman (LGSCO) on complaints received by them about local authorities and other social care organisations. This information can be valuable in assessing the Council's performance in handling complaints.
Recommendations:	The Panel are asked to note the content of the report and the intention to report on complaints to this Panel quarterly.
Links to Corporate Plan:	Putting people at the forefront of services is a key element of the Council's Corporate Plan. An effective and robust complaints handling procedure is a necessary step to achieving this.
Policy Implications:	An effective complaint function means that residents who do not receive the best quality service can notify the Council for the purposes of redress and the improvement of services in the future. It is important for the Council to take notice of findings and guidance on complaint handling to aid best practice.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report.
Legal Implications: (Authorised by the Borough Solicitor)	<p>The Ombudsman's jurisdiction is covered by the Local Government Act 1974 which defines the main statutory functions for the Ombudsman as:</p> <ul style="list-style-type: none">• to investigate complaints against councils and some other authorities• to investigate complaints about adult social care providers from people who arrange or fund their adult social care (Health Act 2009). <p>The Ombudsmen's jurisdiction under Part III of the Act covers all local authorities (excluding town and parish councils); police and crime bodies; and school admission appeal panels.</p> <p>The LGO corporate strategy is based upon twin pillars of remedying injustice and improving local public services.</p> <p>The Ombudsman is confident that the continued publication of decisions, focus reports on key themes and the data in the annual review letter is helping the sector to learn from its mistakes and support better services for citizens.</p> <p>Recently, Councils have been urged to scrutinise data on</p>

complaints to improve services. Certainly, the number of complaints about Councils generally that have been investigated and upheld by the Local Government and Social Care Ombudsman (LGO) has increased this year. The LGO has said that “the best Councils use our data to scrutinise the services they provide.” The LGO upholds around 60% of the complaints investigated (an increase of 3% this year)

This reflects a Parliamentary review in 2014 into complaints handling in public services, which found:

- Good organisations welcome complaints as a way of “engaging” with citizens
- Failing to value complaints limits the impact they can have in improving services
- The right culture is critical in helping organisations learn about their services

Members will be acutely aware of the continuing financial constraints being faced by the Council and the tough decisions around service provision that are being taken. The expectation of customers does not reduce in line with the challenges the Council faces. Indeed customers feel more empowered to hold the Council to account; and therefore it is envisaged that more customers will escalate their dissatisfaction beyond the Council’s own complaint procedure, to the Ombudsman. Even as the Council becomes more of an enabling authority and commissioning many services, it remains entirely accountable for those services

It should also be acknowledged that complaints to the Ombudsman do not always involve the Council or its appeals processes or any wrongdoing; but that they come from people who would have liked something more, or better, or a different outcome. It is unlikely that public expectations of services will diminish in the short term and therefore there is no reason to suppose that complaints will fall significantly. Despite these challenges, employees are making every effort to ensure that capacity to respond to the Ombudsman is maintained.

It remains the case that the Council does not receive significant criticism from the Ombudsman and therefore we should continue to deliver services within our own policy and procedure guidelines, as well as within statutory requirements.

It is important that the Council takes even greater measures to ensure that it is able to evidence that it learns from complaints and uses this learning to improve and maintain the quality of the services it commissions and provides.

Risk Management:

Failure to understand complaints received by the Council and analyse volumes and themes overall will lead to a risk of poor service delivery.

Access to Information:

The background papers relating to this report can be inspected by contacting Colm Delaney, Policy Support Officer, on:



Telephone: 0161 342 4207



e-mail: colm.delaney@tameside.gov.uk

1. INTRODUCTION

- 1.1 The Local Government and Social Care Ombudsman (LGSCO) is the final stage for complaints about councils and some other authorities and organisations, including education admissions appeal panels and adult social care providers (such as care homes and home care providers).
- 1.2 Every July the Ombudsman publishes information on the complaints and enquiries received about individual local authorities and the decisions made during that financial year. This information can be valuable in helping local authorities assess their performance in handling complaints.
- 1.3 The volume of complaints received does not necessarily, in itself, indicate the quality of a council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes, rather than always being an indicator that all is well, can be a worrying indicator that the authority is not alert to user feedback and that service users do not believe that complaining will have an effect.
- 1.4 For further information, please refer to the Local Government and Social Care Ombudsman website at: <https://www.lgo.org.uk/>.

2. KEY POINTS

- 2.1 The number of complaints received by the LGSCO about Tameside Council has remained consistent over the past two years (78 in 2016-17 and 79 in 2017-2018). However, this is an increase of over a third from the 57 complaints received in the period 2015-2016.

Average	2018	2017	2016
Tameside	79	78	57
Greater Manchester	77	74	74
National	87	84	89

- 2.2 There is no one clear driver to explain the increase in complaints from 2016. However, complaints in relation to Environmental Services increased significantly in 2017 before falling again in 2018 and complaints in relation to Planning and Development have gradually increased over the 3 year time period.

Area of Complaint	2018	2017	2016
Adult Social Care	12	13	8
Benefits and Tax	14	10	10
Corporate and Other Services	4	8	5
Education and Children's Services	24	19	20
Environmental Services, Public Protection and Regulation	9	13	5
Highways and Transport	4	4	3
Housing	1	4	2
Planning and Development	11	7	4
Other	0	0	0
Total	79	78	57

- 2.3 The number of complaints received about Tameside Council in the period 2017-2018 is broadly in line with the Greater Manchester average (raw numbers, not scaled). Tameside has a higher proportion of complaints about Education and Children's Services and Planning and Development and a lower proportion of complaints about Highways and Transport and Housing compared to Greater Manchester.

- 2.4 The percentage of complaints about Tameside upheld by the Ombudsman is lower than the Greater Manchester average and slightly lower than the national average.
- 2.5 Please refer to the **Appendix** for further information. In some cases, the number of complaints received and the number of complaints resolved by the LGSCO may not match. This is usually because some cases are received and resolved in different business years.

3. NATIONAL TRENDS

- 3.1 The LGSCO's annual report "Review of local government complaints 2017-18" outlines the key complaint themes nationally for the previous financial year.
- A. **Mental Capacity and Deprivation of Liberty:** Proper checks are not happening or safeguards put in place when councils and care providers make decisions on behalf of people who lack mental capacity to choose how they are cared for. Case studies showed that people were left in situations without the right consent in place and in one case forced to live somewhere against their will for a number of years.
 - B. **Bin Complaints:** Outsourcing of services is a common factor in the complaints upheld about waste and recycling services. While many thousands of bins are collected successfully every day, 81% of the complaints on environmental services investigated the previous year were upheld. The LGSCO calls on councils to ensure proper oversight of their contractors, remembering that they remain responsible and accountable even if they outsource a service, and to appreciate the impact on citizens of the increasingly commercialised nature of waste services.
 - C. **Education, Health and Care Plans:** The LGSCO notes that families of children with special educational needs (SEN) are sometimes facing a disproportionate burden to ensure they get the support they need. After reflecting on investigations about the replacement system for Statements of SEN, they found that families were sometimes suffering excessive delays in getting the right support, with children ultimately failing to reach their potential. Fault was found in nearly 80% of investigations.
 - D. **Bed and Breakfast Accommodation:** It is becoming clear that homelessness is increasingly affecting families outside of the capital, and from professions who previously may never expected to face problems finding somewhere to live. Worryingly, many of the problems highlighted in the LGSCO report on this topic in 2013 still persist today. They also note that there are signs the problems are becoming more acute, with an increase in the length of time families have to stay in unsuitable temporary accommodation.

4. CONSIDERATIONS FOR TAMESIDE

- 4.1 Summarised below are some notes on the Tameside position linked to the national themes identified by the LGSCO.
- A. 43% of care homes are rated 'requires improvement' or 'inadequate' in Tameside, with none rated 'outstanding'. Tameside and Glossop Strategic Commission have established a Quality Improvement Team to support providers in driving up standards across care settings with an ambition to have all care homes rated good or outstanding by 2020. Improvement work will be supported by an Integrated Care and Wellbeing Scrutiny Panel review.

- B.** While Tameside’s waste service is not outsourced in the way described by the LGSCO oversight of service performance is ongoing to ensure. The spike in complaints to the LGSCO could be attributed to the implementation of bin swap. Data from the service show recycling rates increasing year-on-year and the number complaints to the council about the service falling. If the current level of waste complaints in 2018 continues until the end of the year, this will amount to a significant reduction from 2017.

Year	Recycling Rate
2015/16	49.56%
2016/17	53.85%
2017/18	53.10%
2018/Date	57.75%

Year	Waste Service Complaints
2017	390
2018 (until end of July)	74

- C.** An inspection by Ofsted of SEND provision in Tameside is imminent. Detailed preparatory work is currently underway including the development of a self-evaluation, strategic needs assessments and new performance scorecard. These pieces of work and the outcomes from the Ofsted will all drive improvement in this area.
- D.** Homelessness is increasing in Tameside, as in all areas across the country. Unsurprisingly this has led to a corresponding increase in use of Breakfast and Bed accommodation to meet that increasing need. These issues and local plans to address them – including a new Preventing Homelessness Strategy 2018-21 – were discussed by Executive Cabinet at their meeting on 20 June 2018. Further information and a copy of the report can be found in the Executive Cabinet papers on our website [here](#) (Item 14).

5. RECOMMENDATIONS

- 5.1 As set out on the front of the report.

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APPENDIX

Local Authority Report: Tameside Metropolitan Borough Council For the Period Ending: 31/03/2018

Complaints and Enquiries Received										
Local Authority	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Bolton Metropolitan Borough Council	11	14	10	5	7	4	4	18	3	76
Bury Metropolitan Borough Council	7	7	1	15	8	3	1	2	0	44
Manchester City Council	18	32	9	40	19	26	16	6	1	167
Oldham Metropolitan Borough Council	12	13	6	15	10	5	5	4	0	70
Rochdale Metropolitan Borough Council	9	5	3	11	4	2	5	10	0	49
Salford City Council	9	15	4	10	9	7	5	6	0	65
Stockport Metropolitan Borough Council	10	10	7	18	7	5	4	11	0	72
Tameside Metropolitan Borough Council	12	14	4	24	9	4	1	11	0	79
Trafford Council	14	7	3	12	19	7	1	9	0	72
Wigan Metropolitan Borough Council	15	15	10	15	6	4	4	6	3	78
Greater Manchester Average	11.7	13.2	5.7	16.5	9.8	6.7	4.6	8.3	0.7	77.2
National Average	15.4	9.6	4.5	19.4	8.1	11.4	10.3	7.1	0.9	86.8

Complaints and Enquiries Received										
Local Authority	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Bolton Metropolitan Borough Council	14.5%	18.4%	13.2%	6.6%	9.2%	5.3%	5.3%	23.7%	3.9%	100.0%
Bury Metropolitan Borough Council	15.9%	15.9%	2.3%	34.1%	18.2%	6.8%	2.3%	4.5%	0.0%	100.0%
Manchester City Council	10.8%	19.2%	5.4%	24.0%	11.4%	15.6%	9.6%	3.6%	0.6%	100.0%
Oldham Metropolitan Borough Council	17.1%	18.6%	8.6%	21.4%	14.3%	7.1%	7.1%	5.7%	0.0%	100.0%
Rochdale Metropolitan Borough Council	18.4%	10.2%	6.1%	22.4%	8.2%	4.1%	10.2%	20.4%	0.0%	100.0%
Salford City Council	13.8%	23.1%	6.2%	15.4%	13.8%	10.8%	7.7%	9.2%	0.0%	100.0%
Stockport Metropolitan Borough Council	13.9%	13.9%	9.7%	25.0%	9.7%	6.9%	5.6%	15.3%	0.0%	100.0%
Tameside Metropolitan Borough Council	15.2%	17.7%	5.1%	30.4%	11.4%	5.1%	1.3%	13.9%	0.0%	100.0%
Trafford Council	19.4%	9.7%	4.2%	16.7%	26.4%	9.7%	1.4%	12.5%	0.0%	100.0%
Wigan Metropolitan Borough Council	19.2%	19.2%	12.8%	19.2%	7.7%	5.1%	5.1%	7.7%	3.8%	100.0%
Greater Manchester Average	15.8%	16.6%	7.3%	21.5%	13.0%	7.7%	5.5%	11.7%	0.8%	100.0%
National Average	17.3%	9.7%	5.8%	22.3%	9.4%	11.0%	9.9%	13.5%	1.0%	100.0%

Local Authority	Decisions Made										Upheld Complaints Remedied	
	Incomplete or Invalid	Advice Given	Referred Back for Local Resolution	Closed After Initial Enquiries	Investigated Further	Investigation Rate (%)	Not Upheld	Upheld	Upheld Rate (%)	Total	By LGO	Satisfactorily by Authority Before LGO Involvement
Bolton Metropolitan Borough Council	2	1	35	14	14	21.2%	6	8	57.1%	66	6	1
Bury Metropolitan Borough Council	4	0	20	10	6	15.0%	1	5	83.3%	40	4	0
Manchester City Council	2	4	65	52	37	23.1%	10	27	73.0%	160	18	5
Oldham Metropolitan Borough Council	4	3	31	16	8	12.9%	2	6	75.0%	62	2	2
Rochdale Metropolitan Borough Council	1	0	21	16	10	20.8%	2	8	80.0%	48	4	2
Salford City Council	1	0	21	22	21	32.3%	14	7	33.3%	65	5	1
Stockport Metropolitan Borough Council	2	1	29	20	18	25.7%	7	11	61.1%	70	8	1
Tameside Metropolitan Borough Council	1	0	30	21	23	30.7%	11	12	52.2%	75	8	1
Trafford Council	3	0	30	17	14	21.9%	7	7	50.0%	64	7	0
Wigan Metropolitan Borough Council	4	2	34	20	15	20.0%	5	10	66.7%	75	4	5
Greater Manchester Average	2.4	1.1	31.6	20.8	16.6	22.9%	6.5	10.1	60.8%	72.5	6.6	1.8
National Average	4.1	2.5	34.8	23.1	20.1	23.7%	8.1	11.9	59.4%	84.6	9.4	1.2

For the Period Ending: 31/03/2017

Complaints and Enquiries Received										
	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Local Authority										
Bolton Metropolitan Borough Council	6	11	6	10	16	1	5	13	1	69
Bury Metropolitan Borough Council	12	8	1	9	11	9	2	5	0	57
Manchester City Council	16	23	10	43	19	17	12	4	0	144
Oldham Metropolitan Borough Council	8	9	6	17	5	6	3	4	1	59
Rochdale Metropolitan Borough Council	10	7	4	8	4	3	0	4	0	40
Salford City Council	14	19	6	18	13	4	3	6	1	84
Stockport Metropolitan Borough Council	31	7	2	16	4	7	1	4	0	72
Tameside Metropolitan Borough Council	13	10	8	19	13	4	4	7	0	78
Trafford Council	14	14	2	9	10	16	3	5	0	73
Wigan Metropolitan Borough Council	16	14	1	10	7	3	6	10	0	67
Greater Manchester Average	14	12.2	4.6	15.9	10.2	7	3.9	6.2	0.3	74.3
National Average	15.4	9.6	4.5	18.0	7.7	11.3	9.7	7.4	0.7	84.2

Complaints and Enquiries Received										
	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Local Authority										
Bolton Metropolitan Borough Council	8.7%	15.9%	8.7%	14.5%	23.2%	1.4%	7.2%	18.8%	1.4%	100.0%
Bury Metropolitan Borough Council	21.1%	14.0%	1.8%	15.8%	19.3%	15.8%	3.5%	8.8%	0.0%	100.0%
Manchester City Council	11.1%	16.0%	6.9%	29.9%	13.2%	11.8%	8.3%	2.8%	0.0%	100.0%
Oldham Metropolitan Borough Council	13.6%	15.3%	10.2%	28.8%	8.5%	10.2%	5.1%	6.8%	1.7%	100.0%
Rochdale Metropolitan Borough Council	25.0%	17.5%	10.0%	20.0%	10.0%	7.5%	0.0%	10.0%	0.0%	100.0%
Salford City Council	16.7%	22.6%	7.1%	21.4%	15.5%	4.8%	3.6%	7.1%	1.2%	100.0%
Stockport Metropolitan Borough Council	43.1%	9.7%	2.8%	22.2%	5.6%	9.7%	1.4%	5.6%	0.0%	100.0%
Tameside Metropolitan Borough Council	16.7%	12.8%	10.3%	24.4%	16.7%	5.1%	5.1%	9.0%	0.0%	100.0%
Trafford Council	19.2%	19.2%	2.7%	12.3%	13.7%	21.9%	4.1%	6.8%	0.0%	100.0%
Wigan Metropolitan Borough Council	23.9%	20.9%	1.5%	14.9%	10.4%	4.5%	9.0%	14.9%	0.0%	100.0%
Greater Manchester Average	18.8%	16.4%	6.2%	21.4%	13.7%	9.4%	5.2%	8.3%	0.4%	100.0%
National Average	18.2%	11.4%	5.3%	21.3%	9.1%	13.4%	11.5%	8.8%	0.8%	100.0%

	Decisions Made		Referred Back for Local Resolution	Closed After Initial Enquiries	Investigated Further	Investigation Rate (%)	Not Upheld	Upheld	Upheld Rate (%)	Total	Upheld Complaints Remedied	
	Incomplete or Invalid	Advice Given									By LGO	Satisfactorily by Authority Before LGO Involvement
Local Authority												
Bolton Metropolitan Borough Council	6	1	36	12	11	16.7%	6	5	45.5%	66	5	0
Bury Metropolitan Borough Council	1	1	29	15	14	23.3%	8	6	42.9%	60	6	0
Manchester City Council	6	1	56	47	15	12.0%	10	5	33.3%	125	4	0
Oldham Metropolitan Borough Council	4	0	26	20	13	20.6%	3	10	76.9%	63	9	1
Rochdale Metropolitan Borough Council	2	0	17	12	7	18.4%	1	6	85.7%	38	5	0
Salford City Council	7	1	39	14	21	25.6%	13	8	38.1%	82	5	0
Stockport Metropolitan Borough Council	1	1	24	23	21	30.0%	9	12	57.1%	70	8	1
Tameside Metropolitan Borough Council	6	1	39	17	20	24.1%	11	9	45.0%	83	8	0
Trafford Council	0	0	26	28	27	33.3%	13	14	51.9%	81	12	0
Wigan Metropolitan Borough Council	2	4	30	14	15	23.1%	10	5	33.3%	65	4	0
Greater Manchester Average	3.5	1.0	32.2	20.2	16.4	22.4%	8.4	8.0	48.8%	73.3	6.6	0.2
National Average	4.1	2.5	32.8	22.7	21.6	25.8%	9.3	12.3	56.9%	83.7	9.6	0.9

For the Period Ending: 31/03/2016

Complaints and Enquiries Received										
	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Local Authority										
Bolton Metropolitan Borough Council	6	9	2	8	8	2	2	5	1	43
Bury Metropolitan Borough Council	13	5	1	11	13	5	2	3	0	53
Manchester City Council	17	23	7	30	16	24	10	11	2	140
Oldham Metropolitan Borough Council	7	13	4	21	8	2	3	5	2	65
Rochdale Metropolitan Borough Council	8	15	2	10	12	6	2	9	0	64
Salford City Council	13	26	5	17	12	7	3	6	1	90
Stockport Metropolitan Borough Council	17	11	6	18	5	5	5	11	0	78
Tameside Metropolitan Borough Council	8	10	5	20	5	3	2	4	0	57
Trafford Council	16	21	1	10	7	12	2	6	0	75
Wigan Metropolitan Borough Council	9	16	10	14	10	5	4	9	0	77
Greater Manchester Average	11.4	14.9	4.3	15.9	9.6	7.1	3.5	6.9	0.6	74.2
National Average	15.0	11.7	4.4	19.2	7.6	11.7	10.7	8.0	0.8	89.0

Complaints and Enquiries Received										
	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Local Authority										
Bolton Metropolitan Borough Council	14.0%	20.9%	4.7%	18.6%	18.6%	4.7%	4.7%	11.6%	2.3%	100.0%
Bury Metropolitan Borough Council	24.5%	9.4%	1.9%	20.8%	24.5%	9.4%	3.8%	5.7%	0.0%	100.0%
Manchester City Council	12.1%	16.4%	5.0%	21.4%	11.4%	17.1%	7.1%	7.9%	1.4%	100.0%
Oldham Metropolitan Borough Council	10.8%	20.0%	6.2%	32.3%	12.3%	3.1%	4.6%	7.7%	3.1%	100.0%
Rochdale Metropolitan Borough Council	12.5%	23.4%	3.1%	15.6%	18.8%	9.4%	3.1%	14.1%	0.0%	100.0%
Salford City Council	14.4%	28.9%	5.6%	18.9%	13.3%	7.8%	3.3%	6.7%	1.1%	100.0%
Stockport Metropolitan Borough Council	21.8%	14.1%	7.7%	23.1%	6.4%	6.4%	6.4%	14.1%	0.0%	100.0%
Tameside Metropolitan Borough Council	14.0%	17.5%	8.8%	35.1%	8.8%	5.3%	3.5%	7.0%	0.0%	100.0%
Trafford Council	21.3%	28.0%	1.3%	13.3%	9.3%	16.0%	2.7%	8.0%	0.0%	100.0%
Wigan Metropolitan Borough Council	11.7%	20.8%	13.0%	18.2%	13.0%	6.5%	5.2%	11.7%	0.0%	100.0%
Greater Manchester Average	15.4%	20.1%	5.8%	21.4%	12.9%	9.6%	4.7%	9.3%	0.8%	100.0%
National Average	16.8%	13.1%	4.9%	21.6%	8.6%	13.2%	12.0%	9.0%	0.9%	100.0%

	Decisions Made										Upheld Complaints Remedied	
	Incomplete or Invalid	Advice Given	Referred Back for Local Resolution	Closed After Initial Enquiries	Investigated Further	Investigation Rate (%)	Not Upheld	Upheld	Upheld Rate (%)	Total	By LGO	Satisfactorily by Authority Before LGO Involvement
Local Authority												
Bolton Metropolitan Borough Council	4	3	21	9	10	21.3%	5	5	50%	47	4	1
Bury Metropolitan Borough Council	1	1	25	12	15	27.8%	10	5	33%	54	4	1
Manchester City Council	7	5	64	42	41	25.8%	13	28	68%	159	21	1
Oldham Metropolitan Borough Council	5	0	32	20	12	17.4%	7	5	42%	69	2	0
Rochdale Metropolitan Borough Council	2	2	30	22	13	18.8%	6	7	54%	69	4	1
Salford City Council	4	3	45	22	13	14.9%	7	6	46%	87	5	0
Stockport Metropolitan Borough Council	4	0	38	20	10	13.9%	6	4	40%	72	3	0
Tameside Metropolitan Borough Council	4	1	24	12	9	18.0%	2	7	78%	50	4	1
Trafford Council	2	0	26	21	22	31.0%	5	17	77%	71	12	0
Wigan Metropolitan Borough Council	3	2	33	28	19	22.4%	7	12	63%	85	8	2
Greater Manchester Average	3.6	1.7	33.8	20.8	16.4	21.5%	6.8	9.6	59%	76.3	6.7	0.7
National Average	4.4	2.8	37.5	23.9	21.7	24.0%	10.3	11.4	53%	90.3	8.7	0.7

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Agenda Item 6.

Report To:	OVERVIEW (AUDIT) PANEL
Date:	10 September 2018
Reporting Officer:	Sandra Stewart, Director - Governance and Pensions Sarah Dobson, Assistant Director - Policy, Performance and Communications
Subject:	APPROACH TO ENGAGEMENT & CONSULTATION
Report Summary:	<p>This report provides Overview (Audit) Panel with an update on the approach to engagement and consultation for Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group). Much of this work is delivered in partnership with Tameside and Glossop Integrated Care NHS Foundation Trust. The approach is relevant to all aspects of service delivery, all the communities of Tameside and Glossop and wider multi-agency partnership working. The approach to engagement is founded on a multi-agency conversation about 'place shaping' for the future prosperity of Tameside and Glossop and its communities.</p> <p>The report briefly re-iterates the agreed approach to engagement and consultation activity when undertaking service redesign projects, then summarises work to date and finally outlines the key next steps.</p>
Recommendations:	The Panel are asked to note the content of the report.
Links to Corporate Plan:	The Corporate Plan outlines the priorities for improving outcomes for local communities. An effective approach, as outlined in the report, will ensure those priorities are still relevant and outcomes are being improved.
Policy Implications:	In line with Council policy.
Financial Implications: (Authorised by the Section 151 Officer)	There are no financial implications as a result of this report.
Legal Implications: (Authorised by the Borough Solicitor)	It is important that on an ongoing basis service leads, practitioners, commissioners and contract managers engage with service users, the public and patients. Alongside this they should be collating and analysing a range of management, business and contract information. Doing so ensures sufficient evidence is available to understand the impact (including any equalities related impact by protected characteristic group), quality and effectiveness of the service and/or contract. This is of particular importance when undertaking a change in service provision and/or a contract.
Risk Management:	The report outlines an approach that ensures both Tameside Council and Tameside and Glossop NHS Clinical Commissioning Group (as Tameside and Glossop Strategic Commission) discharge their obligations with regard to engagement, consultation and equality.

Access to Information:

The background papers relating to this report can be inspected by contacting Jody Smith – Policy, Research & Improvement Manager – Policy, Performance & Communications – Governance & Pensions.



Telephone: 0161 342 3170



e-mail: jody.smith@tameside.gov.uk

1. PURPOSE OF THE REPORT

- 1.1 This report provides Overview (Audit) Panel with an update on the approach to engagement and consultation for Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group). Much of this work is delivered in partnership with Tameside and Glossop Integrated Care NHS Foundation Trust. The approach is relevant to all aspects of service delivery, all the communities of Tameside and Glossop and wider multi-agency partnership working. The approach to engagement is founded on a multi-agency conversation about 'place shaping' for the future prosperity of Tameside and Glossop and its communities.

2. BACKGROUND AND APPROACH

- 2.1 On an ongoing basis service leads, practitioners, commissioners and contract managers should be engaging with service users, the public and patients. Alongside this they should be collating and analysing a range of management, business and contract information. By doing so they are ensuring they have sufficient evidence to understand the impact (including any equalities related impact by protected characteristic group), quality and effectiveness of the service and/or contract.
- 2.2 When undertaking a change in service provision and/or a contract further targeted work is required to ensure any decision to change that service or contract is safe and sound and supported by an evidence base that has regard to the law and the impact on equalities, quality and the public, patients and service users. The ongoing work referred to above is the starting point but additional information gathering, analysis and impact assessment is required where the aspects listed below are changing, or there will be some level of impact as a result of a new model of service delivery:
- Thresholds, triggers and entitlement to receive services
 - Physical location of services or the method of access to services
 - Types of equipment, adaptations, treatments or therapies provided
 - Length of time or frequency services and treatments are provided for
- 2.3 The joint approach to engagement and consultation has three broad elements – strategic engagement; thematic engagement (or pre-consultation) and consultation. All of which should be supported by an assessment of impact by protected characteristic group (Equality Impact Assessment).

STRATEGIC ENGAGEMENT	THEMATIC ENGAGEMENT (pre-consultation)	CONSULTATION
Approach, principles and direction of travel	New and developing models / emerging ideas	Service specific proposals

- 2.4 The Partnership Engagement Network (further detail in section 3.0 and 4.0) is a mechanism that facilitates strategic discussion, direction setting and buy-in. Where services are undertaking thematic or neighbourhood engagement (i.e. operational engagement) on a specific proposal or topic, the service needs to ensure relevant steps are taken to collect, understand and consider public, patient and stakeholder views; this could be done in a number of ways including focus groups, workshops, task & finish groups, surveys, service monitoring questionnaires etc.

2.5 It is important to note and re-state that the approach outlined is a guide and not prescriptive. Flexibility will be necessary depending on different circumstances.

3. PARTNERSHIP ENGAGEMENT NETWORK (PEN)

3.1 At its best, meaningful and effective public and patient engagement is a range of different activities where each element informs the development of specific projects or plan and the whole provides a strategic view to guide forward plans for the area – ‘place shaping’. With this in mind, it was agreed in the summer of 2017 to establish a Partnership Engagement Network to deliver a strategic approach to engagement and consultation across Tameside and Glossop.

3.2 The Partnership Engagement Network is a multi-agency approach to provide public and partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas. The approach ensures that the structures exist to have ongoing conversation with the public and stakeholders and creates forums for people and organisations to get their voices heard, but also to hear about and contribute to the development of public sector programmes and work.

3.3 More detail on the Partnership Engagement Network is attached at **Appendix 1**.

4. PARTNERSHIP ENGAGEMENT NETWORK CONFERENCES AND FORUMS

4.1 There have now been three Tameside and Glossop Partnership Engagement Network Conferences:

- 13 October 2017 at Hyde Town Hall
- 28 February 2018 at Dukinfield Town Hall
- 27 June 2018 at Dukinfield Town Hall

4.2 The Partnership Engagement Network Conferences are organised and attended by colleagues from the Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group) and Tameside and Glossop Integrated Care NHS Foundation Trust along with public, stakeholders, partners, and voluntary, community and faith sectors.

4.3 Each conference has consisted of a series of presentations and facilitated workshops during which delegates can input on the development of options, emerging ideas and specific issues and challenges currently facing Tameside and Glossop. The discussions and feedback captured during these workshops have been used to provide data, information, evidence and insight to the development of public services in Tameside and Glossop.

4.4 Details of the presentations and workshops delivered at each conference and the numbers of participants are detailed in the following table:

Conference	Presentations	Facilitated Workshops	Participant Numbers
13 October 2017	<ul style="list-style-type: none"> • Partnership Engagement Network Approach • Shared Priorities & Objectives • Care Together 	<ul style="list-style-type: none"> • Integrated Neighbourhoods • Intermediate Care proposals • Patient voice in care and support planning • Mental Health • Preventing Homelessness Strategy 	Over 60

Conference	Presentations	Facilitated Workshops	Participant Numbers
		<ul style="list-style-type: none"> • Air quality 	
28 February 2018	<ul style="list-style-type: none"> • Patient Choice • Active Ageing • Partnership Engagement Network Update 	<ul style="list-style-type: none"> • Patient Choice • Active Ageing Strategy • One Equality Scheme • Preventing hateful extremism and promoting social cohesion • Development of a new 'Compact' • Public Behaviour Change (Self Care Alliance) 	Over 50 *
27 June 2018	<ul style="list-style-type: none"> • Improving Access to Primary Care • Partnership Engagement Network Update • What Matters to You 	<ul style="list-style-type: none"> • Working Together to Tackle and Prevent Homelessness • Identifying & Supporting Ex-Service Personnel in the Armed Forces Covenant • Increasing Digital Skills and Employment • Prescribing of Over the Counter Medicine • Planning at End of Life • Improving Access to Primary Care 	Over 80

* Over 80 participants signed up to attend but a large number of apologies were received on the morning due to the adverse weather conditions

4.5 All participants at each conference were invited to take part in a post conference feedback survey. Headline results show that for each conference:

- At least 94% of delegates rated the conference as very good or good overall
- Over three-quarters of participants (78%) felt they were given enough opportunity to express their opinions

4.6 Full feedback reports are available for all three events. These are circulated electronically to delegates and are also available on the Council and CCG websites via the Partnership Engagement Network webpages.

4.7 In addition to the three conferences, there have also been three Forum meetings since the Partnership Engagement Network was established:

- 27 November 2017 – Engagement Strategy for Tameside & Glossop – scoping session
- 9 February 2018 – Engagement Strategy for Tameside & Glossop – follow up session
- 30 May 2018 – Palliative and End of Life Care in Tameside & Glossop

4.8 Further detail on the first two Forum meetings which focussed on the scoping and development of the Tameside and Glossop Engagement Strategy is included in section 5.0 of this report.

4.9 Full feedback reports from the Forums are also available on the Council and CCG websites via the Partnership Engagement Network webpages.

4.10 A synopsis of all past and planned future PEN activity is attached at **Appendix 2**.

5. ENGAGEMENT STRATEGY

- 5.1 The discussions at the Partnership Engagement Network conference in October identified a desire across organisations, groups and the public and patient representatives for a shared Tameside and Glossop Engagement Strategy. Any strategy should aim to embed best practice into all our engagement and consultation activities with our residents and communities and ensure it is of benefit to them. A shared strategy should outline how organisations and groups, working together, will continue to strengthen the way we consult and engage with our residents, service users, businesses and our stakeholders to ensure that their voice is heard in any service changes that are proposed.
- 5.2 A small task and finish workshop was held on 27 November 2017 to scope out an Engagement Strategy for Tameside and Glossop. The workshop was attended by representatives from 17 groups and organisations. A full feedback report from the workshop was provided to the delegates.
- 5.3 There was a general consensus at the workshop that a joint engagement strategy or framework for Tameside and Glossop is appropriate – facilitated by the three organisations but with all partner agencies involved and paying due regard to it. Alongside this there was general agreement that any document should be a short and focused on a set of key principles to guide rather than prescribe what we do and how we do it.
- 5.4 The outputs from the workshop were used as part of the evidence base to develop the first draft of the Engagement Strategy for Tameside and Glossop. The first draft was then discussed in detail (a page by page review) at a follow up task and finish workshop on 9 February 2018. Following the workshop a final version of the strategy was produced incorporating any feedback. A full feedback report from the follow up workshop was also circulated to the delegates.
- 5.5 A soft launch of the Engagement Strategy was undertaken in early June 2018 with a full public launch at the Partnership Engagement Network Conference on 27 June.
- 5.6 The purpose and scope of the Engagement Strategy are best summarised in the ‘vision’ and ‘outcomes’ sections of the strategy.

Vision

Our vision for Tameside and Glossop puts people at the heart of decisions about their local services. Working together we will create a sense of collective ownership of the issues faced by the communities of Tameside and Glossop and how we address them. We will start conversations with the public and stakeholders early, shaping our plans from the start.

Outcomes

The success of this strategy should be assessed by the extent to which:

- People have an opportunity to express their views and feel confident that their voices are heard;
- People feel their opinions and ideas will influence the commissioning, design and delivery of local services;
- Our services will be better as a consequence of engagement and consultation;
- High quality engagement will be something that occurs routinely within our organisations, and is ongoing.

- 5.7 A copy of the full Tameside and Glossop Engagement Strategy agreed with the Partnership Engagement Network is attached **Appendix 3**.

6. RECENT AND UPCOMING ENGAGEMENT & CONSULTATION ACTIVITY

6.1 The table below summarises recent and upcoming engagement and consultation activity. Most are directly led by Tameside and Glossop Strategic Commission (or its constituent parts) although any Greater Manchester or national engagement or consultation exercises with relevance to Tameside and Glossop are also promoted locally.

Ref	Topic	Type	When	Lead
1	Urgent Care	Consult	Closed 26 Jan 18	SC
2	Care Home (on/off contracts)	Consult	Closed 31 Jan 18	SC
3	Museum of Manchester Regiment – to support a funding bid to the Heritage Lottery Fund	Consult	Closed 9 Feb 18	Council
4	Statutory local authority budget consultation with business rate payers	Consult	Closed 14 Feb 18	Council
5	Primary school meals	Consult	Closed 16 Feb 18	Council
6	Open Libraries Plus evaluation and impact review	Engage	Closed 5 Feb 18	Council
7	Over The Counter (OTC) – engagement to inform response to national consultation	Engage	Closed 14 Mar 18	NHSE
8	Working Carers – supporting working carers in the workplace	Engage	Closed 23 Mar 18	GMHSCP
9	Hypertension campaign evaluation and impact review	Engage	Closed 1 Mar 18	SC
10	Trans-Pennine upgrade	Consult	Closed 25 Mar 18	HE
11	Promoting social cohesion and preventing hateful extremism	Engage	Closed 16 Apr 18	GMCA
12	Ageing Well Tameside Strategy – engagement to inform the development of the strategy	Engage	Feb – Sept 18	SC
13	Personal Health Budgets	Engage	Closed 8 June 2018	NHSE
14	Home care / support at home <ul style="list-style-type: none"> • Model and approach (trials) • Payments 	Engage Consult	TBC	SC
15	Shared Lives – payment banding (complexity of need) and expanding service to those aged 16+	Consult	11 Jun – 22 Jul 2018	Council
16	History Makers (make smoking history in GMCA)	Engage	Closed 30 April 2018	GMCA
17	Transforming the response to Domestic Abuse	Consult	Closed 31 May 2018	Ministry of Justice
18	Integrated Communities Strategy Green Paper Consultation	Consult	Closed 5 June 2018	Ministry of Housing, Communities & Local

Ref	Topic	Type	When	Lead
				Government
19	Metrolink Zonal Fares	Consult	Closed 17 June 2018	TfGM
20	Review of Greater Manchester Children's Hospital	Consult	Closed 9 July 2018	GMHSCP
21	Benign Urology	Consult	Closed 15 July 2018	GMHSCP
22	Consultation on proposed changes to the service specification for Tier 4 Child and Adolescent Mental Health Services (CAMHS)	Consult	15 Jun – 14 Aug 2018	NHSE
23	Government's Draft Clean Air Strategy	Consult	Closed 14 Aug 2018	Defra
24	Planning at End of Life	Engage	Spring / Summer 2018	T&G ICFT
25	Cross Country Rail Franchise	Consult	Closed 30 Aug 2018	DfT
26	NHSE Guidance for which Over the Counter Medicine should not be routinely prescribed	Engage Consult	22 Jun – 14 Sept 2018	SC
27	Homelessness Prevention Strategy	Consult	Closed 27 Jul 2018	Council
28	Hattersley and Mottram Public realm Vision	Engage Consult	Closed 31 Jul 2018	Council / Onward Homes / Jigsaw
29	Beelines	Engage	Summer 2018	TfGM
30	Reform of the Gender Recognition Act	Consult	3 Jul – 19 Oct 2018	Government Equalities Office
31	GM Cardiology Service Redesign Project	Consult	Closed 19 Aug	GMHSCP
32	GM Respiratory Service Redesign Project	Consult	Closed 19 Aug	GMHSCP
33	Evidence Based Interventions Consultation	Consult	4 Jul – 28 September	NHSE
34	Infant Feeding	Engage Consult	Closed 19 August 2018	Council
35	Maternity Services	Engage Consult	9 Aug – 19 Sept 2018	Council
36	A new deal for social housing	Consult	14 Aug – 6 Nov 2018	Ministry of Housing, Communities & Local Government
37	Consultation on contracting arrangements	Consult	3 Aug – 26	NHSE

Ref	Topic	Type	When	Lead
	for Integrated Care Providers (ICPs)		Oct 2018	
38	Insight & Perception Survey	Consult	Closed 31 Aug 2018	GMHSCP
39	Have your say on taxi and private hire services	Consult	Closed 21 Aug 2018	TfGM
40	Council Tax Support Scheme	Consult	TBC	Council
41	Community Safety Consultation (to inform development of Tameside Community Safety Strategy)	Engage Consult	Sept 2018 – early 2019	Council
42	Digital Skills	Engage Consult	Sept – Oct 2018	Council
43	Foster carer payments framework	Consult	TBC	Council
44	Economic strategy – draft strategy	Consult	TBC	Council
45	Poverty Action Plan – draft action plan	Consult	TBC	Council
46	Housing Assistance Policy	Engage Consult	TBC	Council

Note: SC = Strategic Commission

- 6.2 Service leads, practitioners, commissioners and contract managers are asked to keep relevant colleagues updated on potential upcoming engagement and consultation activity on a regular basis.

7. PARTNERSHIP ENGAGEMENT NETWORK E MAIL UPDATES

- 7.1 A key part of the Partnership Engagement Network infrastructure is the PEN family. This is a growing database of people who are interested in, and want to take part in, engagement and consultation work in Tameside and Glossop. The PEN family provides an opportunity for us to reach out to a wider variety of people than may traditionally engage with public sector services. There are currently over 250 contacts signed up to the PEN family.
- 7.2 From May 2018, a monthly update e mail has been sent to those signed up to the PEN family outlining key issues or events to be aware of and any local, regional and national consultation and engagement opportunities.
- 7.3 Copies of each monthly update are also available on the Partnership Engagement Network webpages.

8. RECOMMENDATIONS

- 8.1 Overview (Audit) Panel is asked to note the content of this report.

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Appendix 1 - PEN Diagram

Decision Makers can use PEN to **cascade messages to the public** through established forums, networks and communication channels of Stakeholders

Decision Makers can use PEN to **cascade messages to the public** through established forums, networks and communication channels of the public and patients

Strategy and Decision Making

Health & Wellbeing Board

Executive Cabinet

ICFT Trust Board

Strategic Commissioning Board

Informs

The Partnership Engagement Network

Decision makers seek input/engagement on new and developing models, the development of options, emerging ideas and specific issues or challenges

Stakeholders

Formal Stakeholders

- Overview and Scrutiny
- Councillors & MPs
- Strategic Neighbourhood Forums
- All Clinical Committees within the SCF
- T&G ICFT Governors

Partners

- Police
- GMFRS
- Voluntary & Community, Faith
- Housing Associations
- Schools & Colleges
- Business
- Health
- DWP
- Dental
- Optical
- Pharmaceutical

Public reps

- Healthwatch
- Action Together
- Residents Associations
- High Peak CVS – The Bureau
- Patient Neighbourhood Groups

Public and Patients

Members of the Public

Patients

Service users

Networks – Examples below (this list is not exhaustive)

- Patient Participation Groups
- Faith United Tameside
- Equality and Diversity Group
- Town Teams
- Youth Council
- Children in Care Council
- Carers Forum
- Age UK
- MIND
- Tameside Sight
- Glossop Visually Impaired
- People First
- The Stroke Association
- Hyde Bangladeshi Welfare
- Glossop LGBT
- West African Development
- Kush Amdid

Play active part in shaping public services
Proactively feed in issues and ideas

Play active part in shaping public services
Proactively feed in issues and ideas

Integrated Neighbourhoods

Feed in, develop local participation and contribute local voice

cascade messages

cascade messages



PEN Forum

When: Three times a year

Who: A limited number of representatives from stakeholders (multi-agency) plus representatives of organisations or groups that represent the public and patients.

Purpose: To undertake more detailed discussion around 'place shaping' and to explore key issues in greater depth.

Participants would have subject specialism and capacity to provide advice on key issues.

The forum will review forward plan of engagement and consultation activity, review the outputs from previous work and ensure the feedback loop is closed.

PEN Conference

When: Three times a year

Who: Up to one hundred and forty representatives from stakeholders (multi-agency) plus representatives of organisations or groups that represent the public.

Purpose: To share best practice and learning, and to build relationships across the multi-agency partnership.

Half day facilitated workshop, content will be a combination of public service led presentations seeking input on specific issues, along with some structured discussions around specific issues/challenges.

PEN Family

When: Ongoing

Who: A growing database of people who are interested in, and want to take part in, engagement and consultation work in Tameside and Glossop

Purpose: Opportunity to reach out to a much wider variety of people than would traditionally engage. A resource to call on people to be directly involved in the development of new models and options through ad hoc and targeted workshop activity. A network to share key messages and sign-post to engagement activity outside of the Conference and Forum meetings.

Public and Patients

For Public and Patients the Partnership Engagement Network is a space where they have genuine influence and can forge connections that enable them to progress their own agendas.

PEN provides the opportunity for collaboration around key, public service wide issues, that might result in specific partnerships working on areas of further integration.



Appendix 2 - PEN Conference Topic Planner

PEN ACTIVITY TRACKER

Key

Conference
Forum
Update E mail

Format	Date	Topics
Conference	Friday 13 October 2017	<p><u>Presentations</u></p> <ul style="list-style-type: none"> Partnership Engagement Network (Chris Easton) Care Together (Jess Williams) <p><u>Workshops</u></p> <ul style="list-style-type: none"> Integrated Neighbourhoods (Claire Galt and Kristian Jura) Intermediate Care Proposals (Ali Lewin) Patient Voice in Care and Support Planning (Chris Easton/Nicola Wood) Mental Health (Pat McKelvey/Chris Pimlott) Homelessness Strategy (Diane Barkley/Sally Ateuyi) Air Quality (Sharon Smith/Gary Mongan)
Forum (Task & Finish Workshop)	Monday 27 November 2017	<ul style="list-style-type: none"> Scoping of joint Engagement Strategy for Tameside & Glossop
Forum (Task & Finish Workshop)	Friday 9 February 2018	<ul style="list-style-type: none"> Feedback on the draft Engagement Strategy for Tameside & Glossop
Conference	Wednesday 28 February 2018	<p><u>Presentation</u></p> <ul style="list-style-type: none"> Patient Choice (Joanne Brooks) Active Ageing (Sandra Whitehead) PEN Update (Chris Easton/Simon Brunet) <p><u>Workshops</u></p> <ul style="list-style-type: none"> Active Ageing (Sandra Whitehead) Preventing Hateful Extremism and Promoting Social Cohesion (Diane Barkley) Patient Choice (Joanne Brooks) One Equality Scheme (Jody Smith) Compact (Anna Moloney) Public Behaviour Change (Rachel Lord)
Forum	Wednesday 30th May 2018	<ul style="list-style-type: none"> Palliative & End of Life Care in Tameside & Glossop (Dr. Mariam George (Consultant in Palliative Medicine), Margaret Hayes (Macmillan Lead for Specialist Palliative Care) and Teresa Hopley (Service Improvement Manager), Tameside & Glossop Integrated Care NHS Foundation Trust) PEN Update (Simon Brunet, TMBC)
Update Email	Thursday 31st May 2018	<ul style="list-style-type: none"> Engagement Strategy for Tameside and Glossop What Matters to You Tameside Strategic Neighbourhood Forums Integrated Communities Strategy Green Paper Consultation (Ministry of Housing, Communities & Local Government) Personal Health Budgets-Consultation (NHSE) Police and Crime Commissioner for Derbyshire 2018 National Rural Crime Survey (Police & Crime Commissioner Derbyshire) NHS England public consultation feedback on reducing prescription of over-the-counter medicines Healthwatch Derbyshire feedback on the availability and quality of care and support in Derbyshire for people living with dementia
Update Email	Friday 22 June 2018	<ul style="list-style-type: none"> Upcoming Partnership Engagement Network Conference (27 June 2018) Update on PEN Forum (30 May) Tameside Shared Lives Scheme consultation (TMBC) Review of Greater Manchester Children's Hospitals Services consultation (GMHSCP) Conditions for which over-the-counter items should not be routinely prescribed consultation (T&G response to NHSE consultation) Libraries for Derbyshire consultation (Derbyshire CC) Tier 4 Child and Adolescent Mental Health Services (CAMHS) consultation Clean Air Strategy 2018 consultation (Defra) Cross Country Rail Franchise consultation (DfT)
Conference	Wednesday 27 June 2018	<p><u>Presentations</u></p> <ul style="list-style-type: none"> PEN Update (Simon Brunet) Improving Access to Primary Care (Jessica Williams and Dr Kate Hebden) What Matters to You (Maggie Murdoch) <p><u>Workshops</u></p> <ul style="list-style-type: none"> Improving Access to Primary Care (Janna Rigby and Tori O'Hare) Working Together to Tackle and Prevent Homelessness (Sally Ateuyi) Identifying & Supporting Ex-Service Personnel in the Armed Forces Covenant (Vanessa Rothwell and David Brown) Increasing Digital Skills and Employment (David Berry) Prescribing of Over the Counter Medicine (Peter Howarth) Planning at End of Life (Fionna Horrocks, Lisa Walsh and Lisa Byrne)
Update Email	Wednesday 25 July 2018	<ul style="list-style-type: none"> Feedback from the June 2018 Partnership Engagement Network Conference One Equality Scheme published Healthwatch Reports Cardiology and Respiratory consultations (GMHSCP) Evidence Based Interventions consultation (NHSE) Conditions for which over-the-counter items should not routinely be prescribed (T&G response to NHSE consultation) Beelines (TfGM) Healthwatch Derbyshire-Carers Engagement Tier 4 Child and Adolescent Mental Health Services (CAMHS) Government's draft Clean Air Strategy 2018 (Defra) Next Cross Country rail franchise (DfT) Gender Recognition Act 2004 (Gov Equalities Office)
Forum (Age Friendly Tameside Focus Group)	Thursday 2 August 2018	<ul style="list-style-type: none"> Focus Group to develop Age Friendly Tameside Strategy
Forum	Wednesday 26 September 2018	<p>Potential topics include:</p> <ul style="list-style-type: none"> Frailty (Jess Williams)
Conference	Monday 15 October 2018	<p>Potential topics include:</p> <ul style="list-style-type: none"> Mental Health Model for Localities (Pat MacKelvey) Community Safety Strategy Consultation (Vanessa Rothwell) Awareness of national GP survey (Tori O'Hare) Frailty (Jess Williams) Young People and Children Focused Conference (Debbie Watson)

Engagement Strategy for Tameside and Glossop

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Tameside & Glossop
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Tameside and Glossop
Clinical Commissioning Group

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Metropolitan Borough


Tameside and Glossop
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Introduction

3

Tameside and Glossop Strategic Commission (Tameside Council (TMBC) and NHS Tameside and Glossop Clinical Commissioning Group (CCG)) and Tameside and Glossop Integrated Care NHS Foundation Trust (T&G ICFT) are committed to ensuring that the public, stakeholders, partners and the voluntary, community and faith sectors are central in shaping the way we commission and deliver the best possible outcomes for our population.

Our ambitions for a fully integrated approach and the fact that the things that affect our population traverse traditional organisational boundaries and department is reflected in the single approach to engagement described in this strategy.

Developed in partnership with key stakeholders, this strategy creates a single framework, guiding principles and ambitions that will enable us:

- To create the space for ongoing conversation with the public, starting conversations early and developing collaborative solutions;
- Ensure that our plans, strategies and policies are informed by the voice of the public;

- Have systems that allow us to engage with a broad cross section of the population that is as representative as possible of the communities of Tameside and Glossop;
- Ensure that officers working for the statutory agencies in Tameside and Glossop have ready access to engagement opportunities to inform their work;

Involving the public is key to successful public service delivery and results in better services, more appropriately tailored to people's needs. This strategy sets out our approach but will require the organisations across the public sector, their partners – and community and patient groups – to embrace it and turn it into practice making reality of the principle of ensuring the voice of the public is at the heart of everything we do.



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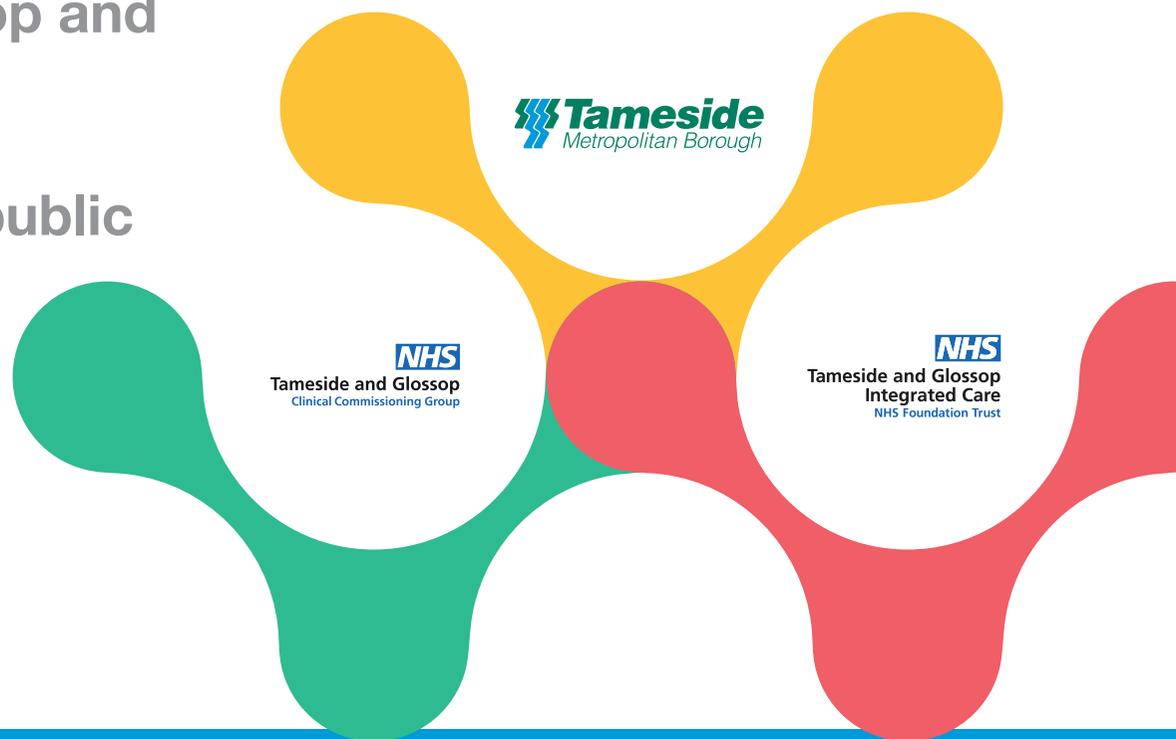

Tameside and Glossop
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Vision

Our vision for Tameside and Glossop puts people at the heart of decisions about their local services.

Working together we will create a sense of collective ownership of the issues faced by the communities of Tameside and Glossop and how we address them together.

We will start conversations with the public and stakeholders early, shaping our plans from the start.



Outcomes

The success of this strategy should be assessed by the extent to which:

- People have an opportunity to express their views and feel confident that their voices are heard;
- People feel their opinions and ideas will influence the commissioning, design and delivery of local services;
- Our services will be better as a consequence of engagement and consultation;
- High quality engagement will be something that occurs routinely within our organisations, and is ongoing.

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Objectives

In order to realise the outcomes identified above we have identified the following key objectives, critical to success:

1. Strengthen partnership working, developing and sustaining constructive relationships between local communities, partner organisations and decision makers.
2. Ensure meaningful and continuing conversations with public, partners and key stakeholders and embed an ongoing dialogue with the public in the practice of commissioners and providers;
3. Reduce inefficiency and duplication in engagement and consultation practice so the work we do has maximum influence and impact.
4. Ensure that the voice of all parts of our communities are heard and everyone has the opportunity to express their views.
5. Share information, knowledge, experience and best practice so that the development of new ideas is informed by existing learning.
6. Provide timely engagement and consultation activity and the commissioning and the service development it has fed in to.



Who is this strategy for?

7

This strategy outlines how Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group) and Tameside and Glossop Integrated Care NHS Foundation Trust will involve local residents and stakeholders in decision making, policy development and service delivery.

While facilitated by the three organisations and overseen by the Tameside and Glossop Partnership Engagement Network it is expected that all organisations and groups will have due regard to the strategy.

Those involved include:

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- People who live in Tameside and Glossop.
- People who use services in Tameside and Glossop.
- Voluntary, community, faith groups and social enterprises and charities.
- Businesses in Tameside and Glossop.
- Public sector partners (e.g. Council, police, fire, NHS, colleges).



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What do we mean by consultation and engagement?

8

Engagement is the continuous conversation with, and involvement of stakeholders and residents.

Consultation is the time-limited seeking of views on specific proposals or options.

In simple terms engagement informs the development of services, commissioning plans and alternative proposals and options for change.

Consultation is then used to understand the impact of those proposals and options to inform further development before making decisions. Engagement can then be used to understand the ongoing impact of that change.

Why engage?

Conversation between statutory agencies and members of the public and stakeholders is vital for a wide range of reasons.

It is the right thing to do

The public are shareholders in public services. It is their right, both legally and morally to have a say in how public funds are spent, the strategic direction of the organisations delivering public services and how public services evolve and change over time.

It improves the quality of services

Listening to the voice of the public in shaping services, improves their capacity to meet the outcomes we expect of them. By talking to stakeholders, especially service users, we can commission and provide more effective services that meet their needs.

It ensures transparency and shared ownership

Vital insight derived from high quality engagement, reduces the risk of poor decision making and allows members of the public to understand better the decisions that are being taken, why they are being taken and play a full role in evaluating the alternatives.

It's a legal duty

The legal duties on public bodies relating to engagement and consultation participation are many and varied, but primary consideration should be given to:

- NHS Act 2006
- Health and Social Care Act 2012
- The 'Gunning' Principles
- Public Sector Equality Duty and Equality Act 2010

Brief summaries of these duties can be found at Appendix 1.



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Our principles

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Our principles demonstrate how we will approach engagement and consultation in Tameside and Glossop to involve residents in decision making, policy development and service delivery.

We will:

INCLUSIVE

Be Inclusive

We will work to ensure all protected characteristics and communities are well represented and focus on enabling participation from those voices who are least heard.

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TRANSPARENT

Be Transparent

Our engagement and consultation will be transparent – we are committed to being open and honest about the process, parameters, information that emerges from engagement exercises and how it influences the decision making process.

RESPECTFUL

Be Respectful

Everybody's views will be treated with respect and consideration. Different and varied opinions will be treated fairly irrespective of the individual or group and the views expressed.

Be Effective

We will ensure that all consultation and engagement represents good value for money by better co-ordination between organisations and services, the use of new technology and using feedback effectively.

Be Genuine

Our engagement will be a genuine opportunity to influence decision making we will ensure that the views of those involved will genuinely contribute to the decision-making.

Strengthen Relationships

We will strengthen our relationships with the public and with local organisations, partners, businesses and the voluntary community sector. Working together is the best way to improve local services.

EFFECTIVE

GENUINE

RELATIONSHIPS



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Our principles

10

FEEDBACK

Provide Feedback

We believe it is important that those involved in the engagement process are told how their involvement has contributed. We will ensure that people receive feedback.

Evaluate and Learn

We incorporate evaluation and learning into all our consultation and engagement activity. Ascertaining the perception of participants, staff and partners enables us to constantly make improvements to our engagement practice.

EVALUATE

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BE EFFECTIVE

BE GENUINE

STRENGTHEN RELATIONSHIPS

PROVIDE FEEDBACK

EVALUATE AND LEARN

BE INCLUSIVE

BE TRANSPARENT

BE RESPECTFUL

OUR PRINCIPLES



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What we will do

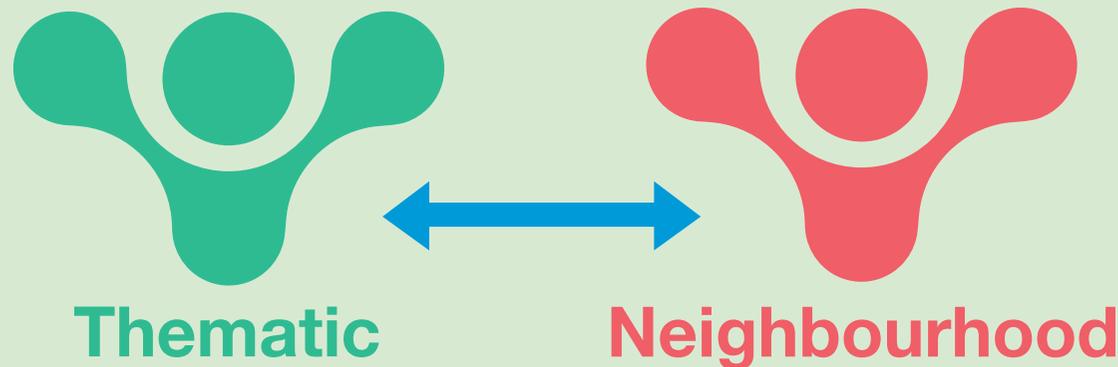
Our approach to consultation and engagement has three broad elements - strategic engagement, thematic engagement and neighbourhood engagement.

Strategic engagement is about engaging on the approach, principles and direction of travel, and identifying any key themes that emerge from operational engagement activity.

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Strategic engagement



Operational engagement



Operational engagement is about engaging on services, new and developing models, emerging ideas and also includes consultation on service changes.



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What we will do

12

Strategic Engagement

The Partnership Engagement Network (PEN) was established as part of a multi-agency approach to provide public and partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas.

The Partnership Engagement Network (PEN) is a mechanism that facilitates strategic discussion, direction setting and buy-in. It does not make decisions, but it forges networks and partnerships out of which work programmes could develop.

Operational engagement

We need to ensure that engagement is a core part of all the work we do. Operational engagement broadly takes two forms:

- **Thematic engagement** where services need to seek views on a specific issue or project;
- **Neighbourhood engagement** where services in their area should have an ongoing conversation with their service users/customers in their local area to ensure they are meeting need and striving to continuously improve;

Feedback

We will develop approaches to ensure that people who participate in engagement activity receive feedback in relation to impact and decisions that are taken as a consequence. Feedback will need to take place in a variety of ways depending on the type of engagement taking place.

Evaluating and learning

We know we won't always get things right. In addition to building the processes described in this strategy to support engagement, we will listen to people's views relating to our engagement processes and seek to continuously improve.



Assurance and accountability

13

As with any strategy we need to be confident that the principles and approaches suggested, translate into action and impact. As this strategy is designed to cut across all statutory agencies working in Tameside it is impossible to define a single approach.

However the following should be considered by all constituent organisations:

- Ensure engagement is core to development plan or commissioning strategies where appropriate;
- Ensure operational engagement is part of all operational managers' remits;
- Ensure engagement features in all approved strategic documents and plans;
- Ensure the public and key stakeholders have early awareness of emerging issues and programmes of work, and are involved at the pre-planning stage;
- Ensure agencies work together and have shared ownership and accountability for engagement and consultation and the decision they inform;



Tameside & Glossop
Partnership Engagement
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Tameside and Glossop
Clinical Commissioning Group

 **Tameside**
Metropolitan Borough


Tameside and Glossop
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Resources and contacts

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NHS England

www.england.nhs.uk/participation/involvementguidance/

Local Government Association (LGA)

www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund/integration-resource-library/communication-and-engagement

Cabinet Office

www.gov.uk/government/publications/consultation-principles-guidance

The Consultation Institute

www.consultationinstitute.org/

Tameside Metropolitan Borough Council

www.tameside.gov.uk

Tameside and Glossop Integrated Care NHS Foundation Trust

www.tamesidehospital.nhs.uk

Tameside and Glossop Clinical Commissioning Group

www.tamesideandglossopccg.org

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Appendix 1 - Summary of Legal Duties

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NHS Act 2006

Section 242, of the NHS Act 2006, places a duty on the NHS (including NHS Foundation Trusts) to make arrangements to involve patients and the public in planning services, developing and considering proposals for changes in the way services are provided and decisions to be made that affect how those services operate.

Section 244 requires NHS bodies to consult relevant local authority Overview and Scrutiny Committees (OSCs) on any proposals for substantial variations or substantial developments of health services.

Health and Social Care Act 2012

Section 14Z2 of the Health and Social Care Act 2012 places a duty on COGs to ensure that patients and the public are involved in the planning of services, developing proposals for any changes to services, and the operation of services.

The “Gunning Principles”

The Gunning Principles apply once it has been agreed that consultation should take place. The “Gunning Principles provide a set of fundamental consultation propositions, established through case law, that must be adhered to.

The Gunning principles are that:

1. Consultation must take place when the proposal is still at a formative stage;

2. Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response;
3. Adequate time must be given for consideration and response;
4. The product of consultation must be conscientiously taken into account.

Public Sector Equality Duty (PSED) / Equality Act 2010

The Public Sector Equality Duty (PSED) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

Under the Public Sector Equality Duty and the Equality Act 2010, there are nine protected characteristics groups:

- i) Age
- ii) Disability
- iii) Gender Reassignment
- iv) Pregnancy and Maternity
- v) Race
- vi) Religion/Belief
- vii) Sex
- viii) Sexual Orientation
- ix) Marital/civil partnership status – is also relevant for some areas of the Public Sector Equalities Duty.

In Tameside and Glossop we have also identified four other groups: Mental health, carers, military veterans and breastfeeding.

