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OVERVIEW PANEL

Day: Monday
Date: 8 November 2021
Time: 2.00pm
Place: George Hatton Hall - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Panel.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of the Panel.	
3.	MINUTES The Minutes of the meeting of the Overview Panel held on 27 September 2021 to be signed by the Chair as a correct record.	1 - 4
4.	SCRUTINY UPDATE To consider a report of the Director of Governance and Pensions / Assistant Director for Policy, Performance and Communications.	5 - 14
5.	CORPORATE PLAN SCORECARD To consider a report of the Director of Governance and Pensions / Assistant Director for Policy, Performance and Communications.	15 - 22
6.	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 Louis Garrick, Senior Democratic Services Officer, to whom any apologies for absence should be notified.

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OVERVIEW PANEL

27 September 2021

Commenced: 14:00

Terminated: 15:00

Present: Councillors Naylor, Costello, Glover, Kitchen, Owen, Sharif and Warrington

In Attendance: Sandra Stewart Director of Governance and Pensions
Julie Speakman Head of Executive Support
Simon Brunet Head of Policy, Performance and Intelligence

Apologies for Absence: Councillors Boyle, Fairfoull, Fitzpatrick, Ryan and Smith

8. DECLARATIONS OF INTEREST

There were no declarations of interest.

9. MINUTES

The minutes of the Overview Panel meeting on the 26 July 2021 were approved as a correct record.

10. SCRUTINY - DESKTOP REVIEW ON HOUSING AND HOMELESSNESS

Consideration was given to a report of the Director of Governance and Pensions / Assistant Director for Policy, Performance and Communications. The report summarised and gave an insight of publications and research, which aimed to highlighted current and projected pressures for local authorities regarding access to quality housing and the impact of Covid-19 on demand for statutory homelessness.

Members were advised of the recent publications, research and findings that were publically available from the following sources:

- Joseph Rowntree Foundation
- Crisis
- Shelter
- National Housing Federation
- Local Government Association
- UK Collaborative for Housing Evidence
- Centre for Ageing Better

The Head of Policy, Performance and Intelligence reported that as a desktop review to inform the Executive of key issues, Scrutiny requested a service response to the impacts of Covid-19 on homelessness and the effects of recent changes to safeguarding measures for residents at risk of eviction, to include updated data and insight on demand for housing support.

It was explained that future challenges associated with Covid-19 had potential to be profound and far-reaching for the resilience of households and communities. This related to a range of expected and delayed external factors such as uncertainty of future employment, housing, education and timely access to healthcare and support. Covid-19 had applied added pressure to people on low income and those paying disproportionately high housing costs.

The Head of Policy, performance and Intelligence highlighted that there was a growing need for on-going assessment and earlier identification of households at risk of eviction; and to mitigate known inequalities and range of almost predetermined outcomes for vulnerable residents.

Members of the Panel discussed the scope of the review and requested that the publications and research referenced in the report be shared with the Panel.

RESOLVED

- (i) That the Overview Panel agree that subject to any further comments the report be shared with the relevant Executive Member for information and to inform future strategy and service delivery where necessary.**
- (ii) That Scrutiny receive a service response to the impacts of Covid-19 to homelessness and the effects of recent changes to safeguarding measures for residents at risk of eviction.**

11. SCRUTINY UPDATE

Consideration was given to a report of the Director of Governance and Pensions / Assistant Director for Policy, Performance and Communications. The report provided a summary of the work undertaken by the Councils two Scrutiny Panels for July to September 2021.

Members were advised that the Place and External Relations Panel and the Integrated Care and Wellbeing Panel had both held two meetings since the last Overview Panel meeting.

It was reported that on the 27 July 2021 the Place and External Relations Panel met with the Executive Member for Finance and Economic Growth, the Director of Growth and the Economic Growth Lead to receive an update and overview of the economic impact of Covid-19 the response, recovery and future priorities. Within the same meeting of the Panel a Working Group was established to review the Council's Management Framework and Policy.

In regards to the meeting of the Place and External Relations Panel on the 7 September 2021 the Panel met the Executive Member for Lifelong Learning, Equalities, Culture and Heritage, Assistant Director, Operations and Neighbourhoods and the Head of Cultural and Customer Services, to receive an update regarding the Council's cultural offer and strategy.

The Panel also met with the Executive Member for Finance and Economic Growth, Assistant Director of Finance and Director of Finance to receive an update on the 2021/22 budget.

Members of the Panel heard that at the meeting of the Integrated Care and Wellbeing Panel on the 29 July 2021 the Panel met with the Deputy Executive Leader and the Director of Children's Services to receive an update on outcomes from the recent Ofsted Focused Visit. The Panel also agreed that a Working Group should be established to review mental health provision and impacts of Covid-19.

It was stated that at the meeting of the Integrated Care and Wellbeing Panel on the 9 September 2021 the Panel met with the Executive Member for Adult Social Care and Health, Director of Commissioning, Head of Mental Health and Pennine Care to receive an update regarding the accessibility of local mental health services and responding to impacts of Covid-19 with regard to demand pressures and ongoing support for residents. I

In addition the Panel received an update from the Assistant Director of Finance on the 2021/22 budget and looking ahead.

Members were advised that in regards to training and development a training session for all Scrutiny members last took place in September. In order to account for the time that had passed,

panel members that were new to the Council and/or Scrutiny since 2018 had received an invitation to attend a training session on 4 October 2021.

RESOLVED

That the Overview Panel note the report.

12. UNDERSTANDING OUR CUSTOMER CONTACTS AND LEARNING FROM OUR COMPLAINTS, INFORMATION AND DATA REQUESTS

Consideration was given to a report of the Director of Governance and Pensions / Head of Executive Support. The report provided an update and strategic overview in relation to dealing with and responding to customer contacts. The report also provided a summary of complaints received by the organisation, information and data requests made to the local authority under the Freedom of Information Act 2000 and outlined the future work of the Information and Improvement Team and how they could help drive system improvement, working alongside the Budget Turnaround Team.

Members were advised that in recognising the ongoing pressures of the organisations, need to build in capacity and ensuring there was an overarching view of this area of work it was determined that like for like tasks would be brought together into a central function. Wholly managed under the umbrella of the Executive Support Service, under the arm of the Information and Improvement Team. The organisation also agreed investment for the procurement of a new information casework system following the withdrawal of the internal CRM system in 2016 due to security compliance.

It was reported that the iCasework system was implemented by the Council and Tameside and Glossop Clinical Commissioning Group in June 2020. Although the system has been live for over a year, the service impacts of responding to the Covid pandemic had caused some delays in bringing forward information and learning reports for which this is the first. The iCasework complaints and information case management system was implemented and went live within the organisation on 15 June 2020.

Members were presented with a breakdown of Case Volumes, it was highlighted that there had been a year on year increase in the number of complaints and requests. In addition there had been 3,645 enquiries through the case management system from 1 January 2021 to the 31 May 2021.

It was explained that in regards to Complaints and Customer Care, there were three distinct areas in terms of the Council's complaints process that customers could access; these were the statutory processes for a) Children's Social Care,(Stage 1, 2 and 3 process) Adults Social Care and the corporate complaints(Stage1 and 2 process) relating to issues regarding to any other council wide service. In addition for any customer that remained dissatisfied in the handling or response to their council complaint then they could escalate their concerns to the Local Government and Social Care Ombudsman (LGSCO) who were independent from the council and investigate complaints and maladministration.

It was stated that the Customer Service Excellence Standard that the local authority had held for over 15 years was pivotal to the way the Council delivered services to high standards.

Members heard that from the time that the data was input /managed through the system, for the period 15 June 2020 – 31 May 2021 (quarter end), the organisation had received and processed a total of 1,254 complaints of which 1036 Stage 1, 211 Stage 2, and 7 Stage 3. It was stated that high volumes of complaints received, did not necessarily indicate the quality of the council's performance. High volumes of complaints could be a sign that the Council was an open organisation and complaints could act as an early warning of wider problems developing.

The Head of Executive Support highlighted that over the last 12 months a step change in the number and type of contacts made to the organisation had been seen. Not only were staff across the organisation dealing with high volume of contacts not just in Customer Care and Complaints, but also in other areas like the Call Centre, many of these contacts could be very challenging due to the complexity of the demand and at times could be abusive in nature. It was unclear if these challenges could be part attributed because of the Covid pandemic.

In relation to complain root causes the top 3 themes that could be seen coming through across the organisations were :

- a) Failure or delay in doing something
- b) Failure or delay in communication
- c) Inappropriate behaviour/staff conduct

It was stated that the data that was held within the system would identify the specific issues that would help to inform service improvement and where additional staff training could be required across specific areas.

Members were advised that the Local Government and Social Care Ombudsman (LGSCO) was the final stage for complaints about councils and some other authorities and organisations, including education admissions appeal panels and adult social care providers. Attached to the report at Appendix A was information published by the Ombudsman on the complaints and enquiries received published in July, which detailed individual local authorities and the decisions. The Annual Letter for the period 1 April 2020 to 31 March 2021 would be reported to Overview in September 2021.

The Head of Executive Support reported that since the digital system for the central recording Compliments and Suggestions had gone live on the 15 June 2020 there had been 134 compliments logged and 78 suggestions. Examples of some of the compliments and suggestions could be found attached to the report at Appendix B.

Members heard that the information and data requests that the organisation receive were valuable insight tools as to what data was important to our customers. During 2020 the organisation received 1260 Freedom of Information Requests and from 1 January 2021 to date the Council had received 730. Of the requests received for last year and on average 82% of requests were responded to on time within the 20 working day statutory timescales.

In regards to next steps the work of the team going forward was to use the information and data from within the system to work with service areas at looking at what information and data was already published in the public domain, via the organisations' Publication Scheme. The team would also be looking at areas of improvement to service web pages to further enhance the publically available data published. Further, in relation to complaints and other service requests the outputs from the reports including root cause analysis would help identify service areas where system process reengineering support could be of assistance or where staff training in particular areas of service delivery may be warranted.

RESOLVED

- (i) That the Overview Panel note the content of the update and strategic overview of complaint system/process**
- (ii) That the Overview Panel support the refreshed training offer being promoted across the organisations; and**
- (iii) receive further more detailed reports in relation to the top 5 key areas of complaints.**

13. URGENT ITEMS

There were no urgent items.

CHAIR

Agenda Item 4.

Report To:	OVERVIEW PANEL
Date:	8 November 2021
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Threlfall, 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 September to November 2021.
Recommendations:	That Overview Panel is asked to note the content of the report and summary of scrutiny activity. All related documents can be viewed within the appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's corporate priorities. Scrutiny activity seeks to support effective decision making and 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 arising from this report. The activities of Scrutiny Panels are funded from existing revenue budgets.
Legal Implications: (Authorised by the Borough Solicitor)	Overview and scrutiny committees were established in English and Welsh local authorities by the Local Government Act 2000 as a balance to the executive structures created by that Act (elected mayors or leaders and cabinets). The current legislative provisions for overview and scrutiny committees for England can be found in the Localism Act 2011 and 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 This report provides the Panel with an overview of scrutiny activity and proposals.
Risk Management:	Regular updates to Overview Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:

 Telephone: 0161 342 2199

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

1. INTRODUCTION

- 1.1 The Scrutiny Update provides a platform for appropriate insight, activity, outcomes and proposals to be relayed. This method of reporting supports the improved responsiveness of scrutiny work and also prevents any delay in the communication of key messages.
- 1.2 The report, by nature, aims to provide members with a general summary of scrutiny activity and proposals. It remains that all reports produced by scrutiny panels as a result of in-depth review will be tabled separately at the earliest opportunity.

2. SCRUTINY ACTIVITY

- 2.1 Scrutiny in practice remains 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. The annual work programmes and priorities were agreed at the June meetings and this coincides with consultation activity for which a valued response and input can be achieved. The tables below provide a summary and chronology of scrutiny activity.

Figure 1: Breakdown of activity at the formal Scrutiny Panel meetings

PLACE AND EXTERNAL RELATIONS	
7 September 2021	2 November 2021
<ul style="list-style-type: none">• The Panel met Councillor Leanne Feeley, Executive Member, Lifelong Learning, Equalities, Culture and Heritage; Emma Varnam, Assistant Director, Operations and Neighbourhoods; and Mandy Kinder, Head of Cultural and Customer Services, to receive an update regarding the Council's cultural offer and strategy.• The Panel met Councillor Oliver Ryan, Executive Member, Finance and Economic Growth; and Caroline Barlow, Assistant Director of Finance, to receive an update on the 2021/22 budget and looking ahead.• Received for information the Corporate Plan Scorecard.	<ul style="list-style-type: none">• The Panel met Councillor Gerald Cooney, Executive Member, Housing, Planning and Employment; Ian Saxon, Director of Place; Gregg Stott, Assistant Director; and John Gregory, Head of Community Safety and Homelessness, to receive an update in response to the Scrutiny desktop review of homelessness and housing.• The Panel received a letter of the Scrutiny Chairs to Councillor Oliver Ryan, Executive Member, Finance and Economic Growth, in response to the mid-year budget update.

INTEGRATED CARE AND WELLBEING	
9 September 2021	4 November 2021
<ul style="list-style-type: none"> • The Panel met Councillor Eleanor Wills, Adult Social Care and Health; Jessica Williams, Director of Commissioning; Lynzi Shepherd, Head of Mental Health; and Emma Richardson, Pennine Care, to receive an update regarding the accessibility of local mental health services and responding to impacts of Covid-19 with regard to demand pressures and ongoing support for residents. • The Panel met Caroline Barlow, Assistant Director of Finance, to receive an update on the 2021/22 budget and looking ahead. • Received for information the Corporate Plan Scorecard. 	<ul style="list-style-type: none"> • The Panel met Councillor Eleanor Wills, Executive Member, Adult Social Care and Health; and Stephanie Butterworth, Director of Adult Services, to receive an update on current challenges, recent consultations and future strategic priorities for Adult Services. • The Panel received a letter of the Scrutiny Chairs to Councillor Oliver Ryan, Executive Member, Finance and Economic Growth, in response to the mid-year budget update.

Response to mid-year Budget Update

- 2.2 As detailed in figure 1, Scrutiny Panels received a mid-year budget update at meetings held on 7 and 9 September 2021. The Executive has now received a formal response of the Scrutiny Chairs, capturing a range of points and highlighting any concerns and specific areas for consideration in supporting the Council’s ongoing work in this area, see **APPENDIX 1**.

Scrutiny Activity and Working Groups

- 2.3 Scrutiny is progressing review activity in the following areas, as detailed within the annual work programmes.

Place and External Relations Scrutiny Panel

- Asset Management Framework and Policy – members met with Councillor Oliver Ryan, Executive Member, Finance and Economic Growth; and Paul Smith, Assistant Director, Property, on 18 October 2021.

Integrated Care and Wellbeing Scrutiny Panel

- Mental health Access and Crisis Support – members met with Lynzi Shepherd, Head of Mental Health and Learning Disabilities, NHS Tameside and Glossop CCG, on 21 October 2021.

- 2.4 The Children’s Working Group is a fixed sub-group of the Integrated Care and Wellbeing Scrutiny Panel. A meeting took place on 20 September 2021, with the group receiving an update on foster carer marketing and recruitment.

Cross-Panel Review

- Homelessness and Housing – following the desktop review tabled at Overview Panel on 27 September 2021, Scrutiny will now look to progress activity in order to explore the size and scale of local impacts on residents and to support work of the Executive. The Place and External Relations Scrutiny Panel will lead on this with a cross-panel element to ensure wider determinants and contributing factors be picked up relating to health, mental health, domestic abuse, poverty, drug, and alcohol misuse.

- 2.5 The Place and External Relations Scrutiny Panel received an update on 2 November 2021, specific to homelessness and housing and key strands below.
- Homelessness – wider determinants and statutory responsibilities (separate to that of rough sleeping)
 - Housing supply and access – affordability and for targeted groups. Allocations policy, nominations etc
 - Private Rented Sector and improving quality – what next re licensing and also how we work with the PRS more generally

Keeping Scrutiny Members Informed

- 2.6 All Scrutiny Panel members receive a monthly update email, with the purpose of raising awareness to a variety of materials to support their role, provide access to scrutiny resources and the ongoing opportunity for councillors to contribute and share any open consultations and engagement exercises. This will continue to include a wide variety of topic areas for consideration.
- 2.7 The update email also includes links to Greater Manchester Priorities and the work of the Combined Authority Scrutiny Panels. This email provides a further opportunity to inform members how the work of scrutiny is shared and reported within the Council. The most recent update was sent in October 2021, **Appendix 2**.

3. RECOMMENDATIONS

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

APPENDIX 1

Chairs of the Scrutiny Panels

Councillors Mike Glover and Teresa Smith

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

Caroline Barlow
Assistant Director of Finance

email: paul.radcliffe@tameside.gov.uk
Ask for Paul Radcliffe
Direct Line 0161 342 2199
Date 20 October 2021

Dear Councillor Ryan,

Scrutiny mid-year Budget Update 2021/22

We write in response to the mid-year budget update presented to Scrutiny Panels on 7 and 9 September 2021. Thank you for the time taken to provide all scrutiny members with the opportunity to receive a comprehensive appraisal, which included an overview of financial impacts and projections related to Covid-19 and the current financial pressures placed on a range of statutory services.

The budget monitoring information continues to inform future work priorities for the Scrutiny Panels. Regular updates also enable members to seek assurances on the Council's approach to managing and mitigating both the direct and indirect impacts that Covid-19 will continue to have on residents, communities and the local economy.

Scrutiny forms part of the Council's governance and decision-making process, underpinned by principles that aim to provide constructive 'critical friend' challenge, to amplify the voice and concerns of residents, and to drive improvement in public services. Scrutiny activity remains aligned with the Council's Corporate Plan priorities and relies on insight of the Council's budget and medium-term financial plan.

This letter provides an account of discussions captured from the meetings and subsequent feedback received. It is hoped that the collective points can assist with planning for 2022 and beyond. Please pass our thanks to the Director of Finance and we will ensure the Council's Overview Panel receive a suitable update on this activity at the next meeting on 8 November 2021.

Scrutiny Panels have continued to review the ability of services to improve outcomes for residents while at the same time deliver value for money. What appear as significant and relentless budget savings are further exacerbated by limited options available to the Council to increase income and revenue, outside of a rise to Council Tax.

Having reviewed the data presented on budget savings, service overspend to-date and financial sustainability, members are keen to ensure the budget, in the simplest of terms, remains firmly aligned to priorities set within the Council's Corporate Plan. This could have been clearer in the update.

Members agree with the key risk factors identified, with the budget appearing fragile in places and the heightened level of risk and emerging pressures. It is appreciated that a single year financial settlement does create a level of uncertainty. It was pleasing to hear of the commitment to achieve a balanced budget going forward without the use of reserves. There appears a need to assess and communicate how the past use of reserves has helped to underpin financial sustainability rather than this having been one off transfers with limited long-term gain.

Future challenges are likely to be profound and far-reaching on the resilience of households and communities. This includes factors such as the uncertainty of future employment, homelessness, housing, education and access to a range of health services. Members are conscious of the need to effectively plan for challenges that residents are likely to face going forward, and the impact this will have on the demand for services and budgets.

It does feel as though the Council could be looking at a wider range of options and solutions. Panel members do not want services to be left behind and would recommend that a local appraisal is undertaken to measure the level of support, advice and funding available in order to find practical alternatives and enabling services to adapt and innovate. This may be something that can align with invest to save initiatives and cost benefit analysis.

Members are keen to ensure the Council is making the best use of existing partnerships, links within Greater Manchester and beyond. This could be to ensure all available data and intelligence is used effectively in order to benchmark the authority against others. With a possibility to review best practice, key developments, service spend and unit costs.

The process in which directorates identify achievable savings was unclear in parts. This includes a need for clarity as to how the financial efficiency of a service is assessed prior to decisions being made. For example, members feel that a service judged as less financially efficient may have more ability to find achievable savings. This includes a further point to reflect on how comprehensive the current financial planning model is to ensure the right services are contributing the right savings, without jeopardising service quality and to mitigate risk and under-delivery of agreed targets.

Panel members are pleased to see the creation of a transformation team and the range of work planned. There was a level of concern as to the reliance and dependency on such a team to deliver outcomes that have not yet been achieved by the Council despite work undertaken to date. It was discussed that additional spend on external support or consultancy must only be made where the achievable savings largely outweigh the expenditure.

The Council continues to face high levels of demand on statutory services and members are supportive of a short-term need to allocate additional financial resource to Children's Services. However, concerns were raised on the Council's ability to sustain budget increases of this nature in future years. Improving outcomes for children and vulnerable residents remains a pressure and Scrutiny will continue to work with services to review the impact of sustainability projects.

It is felt that the strategic direction for growth and investment has an important role to play going forward. This may include the Council's ability to bid for and access key funding pots available at a regional and national level. Points were raised on resources that could be made available to support the bidding for external funding sources and to coordinate a programme of work to maximise such opportunities.

The Executive has remained engaged and supportive of Scrutiny activity and reporting methods. Scrutiny will continue to seek assurances and identify suitable opportunities to inform local, regional and national decision-making.

The Council will undoubtedly achieve a greater level of confidence and assurance if a long-term funding package is to be granted. With a need to confidently plan past 2022, scrutiny members welcome and encourage transparency in budget conversations and request that bi-annual engagement with Scrutiny Panels remain in place going forward.

Yours sincerely,

Councillor M Glover – Chair to Place and External Relations Scrutiny Panel

Councillor T Smith - Chair to Integrated Care and Wellbeing Scrutiny Panel

October 2021

Welcome to the October 2021 Scrutiny Update.

The regular updates aim to keep you informed of upcoming activity, including engagement and consultation with regard to local, regional and national decision-making. All of the open consultations listed below are available for you to access and complete, with the opportunity to raise greater community awareness and participation where possible. For further information and to have your say please follow the relevant links below.

I hope this is something you will continue to find useful and please let me know if you require any further information.

(Please note, the Covid-19 information section is now at the end of this update)

Things to be aware of:

Turtle Song: singing and song writing for people living with dementia and their carers/companions – the project is free and takes place once a week for 9 weeks, starting on 7 October from 2.15pm-4pm at Chetham's School of Music. The venue is fully accessible and residents from Tameside are invited. For further information, please call 020 8964 5060 or email charlotte@turtlekeyarts.org.uk

Local Engagement and Consultations

Waste Policy Consultation - Tameside Council are consulting with residents on proposed amendments to our Waste Policy, which highlights the responsibilities of ourselves and the public in regards to waste collection and recycling across the borough. Closing date: **20 October 2021**.
[Waste Policy Consultation 2021 \(tameside.gov.uk\)](https://www.tameside.gov.uk/waste-policy-consultation-2021)

Stamford Drive and Currier Lane Active Neighbourhood Trials Questionnaire - Acting on advice from central government, Tameside Council rolled out a series of schemes to ensure that people feel safe enough to walk and cycle whilst socially distancing. Creating quieter residential streets and making neighbourhoods nicer, healthier and safer places to live, travel and play is also a key part of this work. This saw the delivery of two Active Neighbourhood trial schemes, on Stamford Drive in Stalybridge and Currier Lane in Ashton-under-Lyne.

The two trial schemes have been operational on an experimental basis since September 2020. Tameside Council are now gathering comments to determine the future of the schemes and want to hear your views and thoughts. Closing date: **12 November 2021**.

[Stamford Drive / Currier Lane Active Neighbourhoods Trial questionnaire Survey \(surveymonkey.co.uk\)](https://www.surveymonkey.co.uk/study/your-response-to-stamford-drive-currier-lane-active-neighbourhood-trials-questionnaire)

Tameside Community Cohesion Questionnaire – A cohesive community is a diverse society where people from all backgrounds feel that they belong and are valued, enjoy similar life opportunities, and interact with other groups. A cohesive community is one that has moved beyond an “us” and “them” narrative to one where there is trust and interaction between different groups.

Tameside Council would like to hear about your thoughts and experiences of community cohesion in the borough. This will help us to better understand the topic in Tameside. Closing date: **Ongoing**. <https://www.surveymonkey.co.uk/r/TMBCCCommunityCohesionsurvey>

Barriers to Accessing Information and Services - Diversity Matters North West are conducting a survey on the “Barriers to Accessing Information” that people face across Tameside and Glossop. This is particularly in relation to language barriers, and in the context of Covid-19, but barriers could also include digital access, gate-keeping, “red-tape”, difficulties identifying the correct service, slow response times by services etc.

The Tameside and Glossop Inequalities Reference Group have invited Diversity Matters North West to conduct this survey as part of a wider research and engagement process into these barriers across the locality. The responses, analysis and recommendations will inform an action report which will be delivered through the governance processes of the Tameside and Glossop Strategic Commission. Closing date: **Ongoing**. [Barriers to Accessing Information Questionnaire \(office.com\)](#)

General Feedback About Health and Care Services - This new survey is about general use of health and care services. Please help Healthwatch Tameside by telling them about any services you have used recently, that you haven't included in a survey response before. What went well? What could be improved? Closing date: **Ongoing** [Health and care feedback survey 2021 \(surveymonkey.co.uk\)](#)

Regional Engagement and Consultations

Dementia Call for Evidence – Black African and Caribbean People In Greater Manchester – The African Caribbean Care Group (ACCG) want to understand the dementia support and information provision to Black African and Caribbean people in Greater Manchester. Questions can be answered by either carers or people living with dementia. The Dementia Call for Evidence Survey covers 4 areas of a person’s Dementia journey: Diagnosing well, living well, supporting well and end of life. This consultation is **ongoing**. <https://www.accg.org.uk/dementia-surveys/>

All live and past consultations are available for viewing at the [Big Conversation](#) pages on the Council’s website.

Regional Scrutiny

The links below provide you with access to the most recent meeting papers for each of the GMCA Scrutiny Panels.

[Corporate Issues & Reform Overview & Scrutiny](#)

[Economy, Business Growth & Skills Overview & Scrutiny](#)

[Housing, Planning & Environment Overview & Scrutiny](#)

Scrutiny Resources

I will look to share any available material to support you in your role during the course of the year.

Publications:

- [Scrutiny Frontiers 2020/21: experiences from the frontline](#)
- [Building post-pandemic prosperity](#)
- [Guidance on Member Code of Conduct Complaints Handling](#)
- [Tackling Domestic Abuse](#)
- [Build Back Local](#)

COVID-19 (Coronavirus) Update

The following are some critical sources of information from the government which are updated regularly:

- Updated figures on the number of Coronavirus cases and numbers vaccinated here: <https://coronavirus.data.gov.uk/>
- Guidance on restrictions and how to protect yourself or check if you need medical help: <https://www.gov.uk/coronavirus>
- Information on self-isolation [here: https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection](https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection)
- Covid-19 advice for employees, employers and businesses here: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>

There is also guidance available on our own local websites as detailed below:

Tameside Council - www.tameside.gov.uk/coronavirus - includes links to service change information, how to volunteer, support for businesses, council tax recovery, mental health support, wellbeing, how to contact the Council for support and more.

NHS Tameside & Glossop CCG - www.tamesideandglossopccg.org/ link on homepage

Tameside & Glossop Integrated Care NHS Foundation Trust - www.tamesidehospital.nhs.uk/ information on homepage

Covid-19 opinion and behaviour insight:

The following are some key statistics taken from different pieces of national and regional research indicating what the impact of covid-19 has been for people including businesses. Understanding the impact of Covid-19 will be crucial to our recovery locally and how we plan to build back better.

- If COVID-19 hospitalisations increase over the coming months, most of the public would support face masks being required indoors again (80%)
- Most adults would support the return of a 'working from home' rule and use of vaccine passports if COVID-19 hospitalisations become high over the coming months (78% and 72% respectively)
- The majority of UK adults would accept a vaccine booster if it was offered to them (82%)
- Most adults think vaccinations should be compulsory for care home staff (73%)
- Feelings of safety amongst transport users remains stable on buses, but has dropped on trains: 88% of trains users feel safe (2% decrease), 19% did not feel safe (9% increase)

Grant Funding for VCSE organisations

There are a number of ways VCSE organisations in Greater Manchester and Derbyshire can apply for funding during the Covid-19 outbreak. 10GM, a partnership of local support and development agencies in Greater Manchester, have come together to produce a bulletin providing all the information on funding opportunities available for VCF organisations in Greater Manchester, including how to apply. You can find the latest bulletin here:

<https://www.gmcvo.org.uk/news/gm-funding-ebulletin-september-2021>

Action Together Funding Bulletin – Action Together have a wealth of experience that could help you find and secure funding. The latest funding bulletin, which is produced monthly with 10GM colleagues can be found here:

https://www.actiontogether.org.uk/sites/actiontogether.org.uk/files/10GM%20Funding%20Bulletin%20June%202021_0.pdf

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Agenda Item 5.

Report to:	OVERVIEW PANEL
Date:	8 November 2021
Reporting Officers:	Sandra Stewart – Director of Governance and Pensions Sarah Threlfall – Assistant Director of Policy, Performance and Communications (Governance and Pensions)
Subject:	CORPORATE PLAN SCORECARD
Report Summary:	<p>The Corporate Plan Outcomes Scorecard provides evidence to demonstrate progress towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The Scorecard is attached at Appendix 1.</p> <p>The Corporate Outcomes Scorecard contains a number of measures that are the same or similar to measures that were proposed in the draft of the Greater Manchester Strategy (GMS) at the Greater Manchester Combined Authority (GMCA) Leaders Strategy Group.</p>
Recommendations:	The Overview Panel are recommended to note the contents of the Scorecard and agree it is reported on a regular basis to the Overview Panel and the two Scrutiny Panels – Place and External Relations; and Integrated Care and Wellbeing – to inform their work programme.
Links to Corporate Plan:	The report is relevant to all elements of the Corporate Plan as the Scorecard provides data to help track progress towards achieving its aims and objectives.
Policy Implications:	The Corporate Scorecard provides the evidence for demonstrating the progress being made towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The Thematic Scorecards – which support the Corporate Scorecards - will enable services to monitor their own performance and their contribution to delivery of the Corporate Plan.
Financial Implications : (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Whilst there are no direct financial implications arising from the recommendations in this report, the Corporate Scorecards should assist Members in making decisions regarding the prioritisation of the Council's limited resources.</p> <p>The CIPFA Financial Management Code sets an expectation that to remain financially sustainable an authority must have timely information on both its financial and operational performance. Performance information should aid Members understanding as to whether spending decisions are achieving objectives, and enable informed decisions regarding the prioritisation of scarce resources in the face of significant financial challenges.</p>
Legal Implications: (Authorised by the Borough Solicitor)	Members have a statutory duty to ensure that the Council achieves a balanced budget whilst delivering efficient and effective services addressing priority needs of the Borough as

set out in the Corporate Plan.

The Corporate Scorecards are a critical tool to assist Members in considering whether the Corporate Plan and the Council's strategies are delivering on Members' expectations or whether a refocusing is required.

Risk Management:

Effective use of data, including performance management through Scorecards, helps to identify areas where improvement activity is required thus avoiding the risk of service failure. Alongside this, services have management information that is used to assess risk and drive improvement.

Access to Information:

The background papers relating to this report can be inspected by contacting Alec Milner, Policy Officer



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e-mail: alec.milner@tameside.gov.uk

1. CORPORATE OUTCOMES SCORECARD

- 1.1 The Corporate Plan Outcomes Scorecard, **Appendix 1**, follows the structure of the Corporate Plan, and contains indicators focused on long term outcomes across the plan's priorities. There are a number of proxy indicators for issues related to the pandemic, which will take significantly longer to be reflected in the regular long term measures.
- 1.2 For example, the number of Tameside residents receiving Universal Credit continues to increase, and the number of households in receipt of Council Tax Support remains above 18,000.
- 1.3 The rate of fixed term exclusions from secondary schools fell by over 6 percentage points year-on-year, down to 10.22% in 2019. This remains significantly higher than the national average of 7.43%. The rate of first time entrants into the youth justice system has also fallen drastically from 211 per 100,000 under-18s to 99; this drop is attributable to the Covid-19 pandemic.
- 1.4 A number of wider health metrics have improved recently, with pregnant women smoking at the time of delivery down and below the national average. Healthy life expectancy at birth has increased for both men and women, but remains worse than the national average for both.
- 1.5 There are a number of similarities between the indicators on this scorecard and the proposed indicators for the refreshed draft Greater Manchester Strategy (GMS) discussed at the Greater Manchester Combined Authority (GMCA) Leaders Strategy Group. For example, priority indicators such as healthy life expectancy, the quality of educational settings and social care providers, and the activity level of residents are GMCA proposals that are already reported in this scorecard.
- 1.6 In addition, a number of these proposals have been added to the outcomes scorecard to align our performance tracking more closely with that of Greater Manchester, where it fits with the priorities of our Corporate Plan. Examples of indicators that have been added include Carbon Dioxide emissions (in addition to our existing air pollution metric, particulate matter) and trees planted by the authority annually.

2. RECOMMENDATIONS

- 2.1 As set out at the front of the report.

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Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Very Best Start	Reduce rate of smoking at time of delivery	Improve school readiness	V1	% Smoking at time of delivery	9.70%	7.40%	8.90%	Q4 2020/2021	↓	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery
			V2	% achieving a 'good' level of development	65.7%	66.90%	71.80%	Q2 2019/2020	↑	75%	All children start school ready to learn
			V3	% achieving expected level in Phonics decoding	79.0%	78.00%	82.00%	2019	↓		
			V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings	93%	93%	93%	2021	↔	98%	All children to attend good or outstanding early years settings
			V5	% 2 year olds in funded early education	75%	71%	62%	2021	↓	95%	All eligible 2 year olds benefit from funded early years education
			V6	% of children in year 6 who are overweight or obese	36.2%	35.9%	35.2%	2020	↓	34%	All children to be a healthy weight at the end of Year 6
	Aspirations & Hope (Educational Attainment Measures Suspended)	Young people going into higher education	A1	% Key Stage 4 going into/remaining in further education	84%	85%	87%	2020	↑	90%	All young people going into/remaining in further education after KS4
		Children attending 'good' and 'outstanding' schools	A2	% Primary schools 'good' & 'outstanding'	88.60%	89.50%	87.90%	Ad Hoc	↑	95%	All children attending a good or outstanding primary school
			A3	% Secondary schools 'good' & 'outstanding'	72.80%	66.70%	76.50%	Ad Hoc	↓	80%	All children attending a good or outstanding secondary school
		Proportion of children with good reading skills	A4	% Key Stage 2 achieving expected reading standard	73%	72%	73%	2019	↓	80%	All children to be provided with the opportunity to achieve their full educational potential
Promote a whole system approach and Improving wellbeing and resilience		A5	Secondary Fixed Term Exclusions	16.80%	10.22%	7.43%	2019/2020	↓			
		A6	Mean worthwhile ratings (adults 16 and over)	7.97	7.92	7.86	2019/2020	↔	8.5	All residents 16+ feel that the things they do in life are worthwhile	
Resilient Families & Supportive Networks	Early Help Intervention	R1	Child and Family Assessments currently open	629	587	N/A	Q1 2021/2020	↓	To be developed	All vulnerable families receive the help they need	
	Reduce the number of first time entrants into Youth Justice	R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	211	99	170	2020	↓	212.9	No young people entering the youth justice system	
	Increased levels of fostering and adoption	R3	% Cared for children adopted in year	12%	10%	12%	2019	↓	18.60%	All looked after children provided with the opportunity to be adopted, where its of benefit to the young person within	
	Improve the quality of social care practice	R4	Children's Services Audits Rated 'Good' & 'Outstanding'	25%	3%	N/A	Q1 2020/2021	↓	50%	All Children Social Care audits rated good or outstanding	
Work Skills & Enterprise	Increase median resident earnings	W1	Median Annual Income	£25,769	£25,643	£31,766	2020	↓	£27,492	The median annual income to be in line with the England average	
	Increase the working age population in employment	W2	Percentage in Employment	75.0%	72.9%	75.7%	2020	↓	78%	All people who can work are in work	
		W3	Universal Credit Recipients	26,152	26,277	N/A	Aug-21	↑			
	Increase the number of people earning above the Living Wage	W4	Universal Credit Recipients in Employment	38.7%	38.7%	40.2%	Jul-21	↔			
		W5	New enterprises (percentage of total businesses)	12.48%	12.66%	13.47%	2019	↑	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses	
	Increase number of enterprise / business start-ups	W6	Business Rate Taxbase: Total Rateable Value	£148,845,519	£148,253,589	N/A	Jul-21	↓			
	Working age population with at least Level 3 skills	W7	Percentage of population with at least level 3 skills	48.20%	48.60%	61.3%	2020	↑	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average	
	Increase the number of good quality apprenticeships delivered	W8	Number of apprenticeships started	2050 (146.2 per 10k)	1380 (98.5 per 10K)	196,300 (56.1 per 10K)	Q1-3 19/20 Academic	↓	2310	Apprenticeships are available to all that seek them	
		W9	Businesses Reporting Decreased Sales (Survey Data)	50.0%	26.7%	N/A	May-21	↓			
		W10	Businesses Furloughing Staff (Survey Data)	30.0%	60.0%	N/A	May-21	↑			

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets		
										Apr 2025	Apr 2030	
Great Place - Ian Saxon / Vibrant Economy	Living Well	Covid-19 Impact and Recovery	W11	Businesses Sustainable for up to 6 Months (Survey Data)	0.0%	0.0%	N/A	May-21	↔			
			W12	Households Receiving Council Tax Support	18,198	18,123	N/A	Jul-21	↓			
	Infrastructure and Environment	Improve air quality	I1	Particulate Matter Pollution in the Air (PM2.5, ug/m^3)	8.37	9.70	9.57	2019	↑	6	Air quality to be good and at least be in line with the UK average	
			I2	Territorial Carbon Dioxide Emissions (kilotonnes)	849.92	810.10	879.27	2019	↓			
			I3	Trees Planted Annually	6749	15000	N/A	2020/2021	↑			
			I4	Net Additional Dwellings per 10,000	28.69	20.93	43.3	2019/2020	↓	Targets to be agreed		
			I5	New Affordable Homes per 10,000	10.28	8.51	23.7	2019/2020	↓			
			I6	Maximum Mean Download Speed	52.3	56.9	69.1	Q1 2021/2022	↑	41.5	All households to have access to high quality internet services	
			I7	Percentage of all waste recycled	50.90%	45.9%	43.0%	2019/2020	↓	57.78%	All household waste recycled where possible	
			I8	% population walking / cycling 3+ times a week	36.1%	42.0%	47.7%	2018/2019	↑	47%	Tameside is a walking/cycling friendly borough	
			I9	% of residents with Level 4 access to public transport network at peak times		82.7% (GM)	N/A		N/A	Targets to be agreed	All residents with Level 4 access to public transport network at peak times	
	Nurturing Communities	Reduce victims of domestic abuse	N1	Rate of PPIs per 1000	25.4	25.6	N/A	2020/2021	↑	25.1	Tameside has low rates of domestic abuse	
			N2	Street counts & estimates of rough sleepers	2 (0.19 per 10k HHolds)	5 (0.22 per 10K)	0.76 per 10K	2020	↑	2	Nobody sleeping rough on the streets of Tameside	
				N3	Households reporting as at risk of homelessness- Jigsaw	211 (2019)	90 (2020)	N/A	2020	↓		
			N4	Mean life satisfaction ratings	7.73	7.74	7.66	2019/2020	↔	8.5	Maintain mean life satisfaction at 8.5	
				N5	Deaths due to suicide- rate per 100,000	11.6 (2016-2018)	9.4 (2017-2019)	10.1	2017-2019	↓		
			N6	IAPT Referrals	10,465	8,325	N/A	2020/2021	↓	12383.4	Everyone has access to good quality mental health services	
		Ageing Well	Covid-19 Impact and Recovery	N7	Food Bank Enquiries	78 (WC July 2020)	93 (WC July 2021)	N/A	Jul-21	↑		
				N8	Placements in Emergency Temporary Accommodation	557	510	N/A	2020/2021	↓		
N9				Domestic Abuse Incidents reported to Children's Services	187 (Jul 2020)	288	N/A	Jul-21	↑			
N10				Residents Agreeing that People Look Out for One Another	73% (Jul-Sep 2019)	83% (Apr-Jun 2020)	N/A	Apr-Jun 2020	↑			
N11				Residents Feeling Safe in their Local Area	89% (Jul-Sep 2019)	92% (Apr-Jun 2020)	N/A	Apr-Jun 2020	↑			
N12				Self Isolation Payments	636 (WC Nov 2020)	619 (WC Jul 2021)	N/A	Jul-21	↓			
Healthier Lives	Increase physical and mental healthy life expectancy	L1	Healthy Life Expectancy at birth	Male - 60.4 years, Female - 58.3 years	Male - 61.9 years, Female - 58.7 years	Male - 63.2 years, Female - 63.5 years	2017-2019	↑	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average		
		L2	Covid-19 Vaccination Rate (1st Dose)	80.3% (28th July)	89.6% (5th Aug)	88.9% (10th Aug)	Ad Hoc	↑				
		L3	Covid-19 Bed Occupancy - ICFT	10% (28th July)	8% (10th Aug)	N/A	Ad Hoc	↓				
		L4	Happiness ratings (average)	7.61	7.39	7.48	2019/2020	↓	7.52	Maintain mean happiness ratings above 8		

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets			
										Apr 2025	Apr 2030		
Longer & Healthier		Smoking prevalence	L5	Prevalence of smoking, 18+. Survey Data	17.0%	18.2%	13.9%	2019	↑	11%	Tameside and Glossop are smoke free areas		
		Increase levels of physical activity	L6	% of population 'inactive' (<30m exercise a week)	29.6%	30.5%	27.1%	Nov 2019- Nov 2020	↑	25.20%	All residents are physical active where possible		
			L7	% adults (18+) classified as overweight or obese	70.5%	71.3%	62.8%	2019/2020	↑				
		Good' and 'Outstanding' GPs practices	L8	CQC Audit Results: % good or outstanding	96.9%	94.3%	N/A	Ad Hoc	↓	100%	All GP practices to be rated good or outstanding by CQC		
		Reduce drug and alcohol related harm	L9	Admission rate for alcohol related harm per 100k	2783	2780	2370	2018/2019	↔	2250	Alcohol harm rates are low and support is available		
			L10	Deaths from drug misuse per 100k	4.6	5.6	4.7	2017-2019	↑	4	Drug misuse rates are low and support is available		
		Independence & Dignity in Older Age		Increase the number of people helped to live at home	ID1	Funded 65+ in residential/nursing homes per 100k	677.4	644.6	584	2019/2020	↓	585.6	Only those in most in need access residential/nursing care at the right point for them
				Reduce hospital admissions due to falls	ID2	Emergency admissions for falls 65+ per 100k	1961	2073	2222	2019/2020	↑	1875.57	Emergency falls in the 65+ age group are low
				Increase levels of self-care / social prescribing	ID3	% service users who find it easy to find information	70.2%	70.6%	68.4%	2019/2020	↔	78.6%	Tameside and Glossop is a place where people are supported to self care
Good' and 'Outstanding' social care settings	ID4			CQC Audit Results: % care home beds good or outstanding	80.84% (Aug 20)	77.18%	N/A	Aug-21	↓	80%	All residential/nursing settings are rated good or outstanding		
Prevention support outside the care system	ID5			Number of people supported outside the social care system with prevention based services	6491	5660	N/A	Q4 2021/2022	↓	7500	All people are supported to remain in the community		
Covid-19 Impact and Recovery	ID6			Contacts Made to ASC	758 (Aug 2020)	632	N/A	Aug-21	↓				
	ID7			Open ASC Provisions	4685 (Aug 2020)	4856	N/A	Aug-21	↑				

* Where available data will be provided at the Tameside & Glossop level for health related indicators. Data as of 11th August 2021.

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