

## INTEGRATED CARE AND WELLBEING SCRUTINY PANEL

**Day:** Thursday  
**Date:** 9 September 2021  
**Time:** 6.00 pm  
**Place:** Guardsman Tony Downes House, Manchester Road,  
 Droylsden, M43 6SF

Item No.	AGENDA	Page No
1.	<b>APOLOGIES FOR ABSENCE</b>	
2.	<b>MINUTES</b>	1 - 2
	To approve as a correct record, the Minutes of the proceedings of the Integrated Care and Wellbeing Scrutiny Panel held on 29 July 2021.	
3.	<b>MENTAL HEALTH AND WELLBEING</b>	3 - 10
	The Panel to meet 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.	
4.	<b>BUDGET UPDATE</b>	11-32
	The Panel to meet Caroline Barlow, Assistant Director of Finance, to receive an update on the 2021/22 budget and looking ahead.	
5.	<b>PERFORMANCE SCORECARD</b>	33-38
	The receive for information the Corporate Plan scorecard.	
6.	<b>GREATER MANCHESTER SCRUTINY</b>	
	The Chair to discuss priorities and recent activity of the Greater Manchester Combined Authority Scrutiny Committees.	
7.	<b>CHAIR'S UPDATE</b>	
	The Chair to provide a verbal update on recent activity and future priorities for the Panel.	
8.	<b>DATE OF NEXT MEETING</b>	
	To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on Thursday 4 November 2021.	

**9. URGENT ITEMS**

To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.

## Integrated Care and Wellbeing Scrutiny Panel 29 July 2021

**Commenced:** 6.00pm

**Terminated:** 7.35pm

**Present:** Councillors T Smith (Chair), Affleck, Cooper, Owen, Patrick, Sweeton.

**Apologies:** Councillors Homer, Jackson, Martin, Pearce, N Sharif, Welsh.

### 7. MINUTES

The minutes of the meeting of the Integrated Care and Wellbeing Scrutiny Panel held on 10 June 2021 were approved as a correct record.

### 8. CHILDREN'S SERVICES

The Panel welcomed Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); and Richard Hancock, Director of Children's Services, to receive an update on outcomes from the recent Ofsted Focused Visit.

Cllr Fairfoull introduced the update on Children's improvement projects and feedback from a recent Ofsted focused visit. A recap provided the improvement journey from the 2016 inspection and more recent impacts of Covid-19.

The improvement framework is system-wide from Early Help to Leaving Care and includes:

- 7 Sustainability projects – phase one
- 4 investable propositions – phase two
- Continued investment
- Continued oversight and governance
- Cross organisational priority

The sustainability projects aim to safely reduce the number of children requiring statutory intervention and services, to strengthen preventative work and to plan for permanence at the earliest opportunity. Mr Hancock advised that there is a recognisable need to move faster and further with regard to the local offer and placements for our children cared for.

To reflect on the impacts of Covid-19, Children's Services has experienced escalating demand over the past 8 to 10 months, it was reported that work undertaken in 2018/19 has to some extent helped to lessen the overall demand. The number of children subject to Child Protection has grown by 5% to 395 for the period Nov 2020 to April 2021. The number of Cared for Children reached a peak of 730 in October 2020, reducing by 6% to 684 at the end of April 2021.

Panel members received a summary of activity undertaken during Covid-19, this includes targeted support to 400 families on a CIN plan, links with schools to support some of our most vulnerable children and the Early Years virtual offer reaching 1,200 children supported through Children's Centre pathways and 3,000 attendees on virtual groups.

Mr Hancock updated members on the national picture and challenges with regard to sustained demand and resource pressures across Children's. Cllr Fairfoull reported headline finding from the Ofsted focused visit in May 2021. This was broken into sections of the positives reported and areas in need of improvement and continued development. Discussion focused on

workforce pressures, the quality and sustainability of placements, continued support and opportunities for care leavers.

Councillor Fairfoull and Mr Hancock responded to a number of questions from the Panel on:

- Potential barriers for improvement to date
- Workforce pressures, stability and complexity of caseloads
- Achievable targets for recruitment and retention of foster carers
- Identifying where existing challenges are located and an incremental plan for improvement
- The continued role of local partnerships

**Resolved:** That Councillor Fairfoull and Mr Hancock be thanked for attending the meeting.

## **9. FUTURE ACTIVITY AND REVIEWS**

The Chair advised that all panel members have received emails regarding the working groups, with the option to join. This includes a the fixed Children's Working Group and separate review of Mental Health provision as detailed in the annual work programme.

## **10. GREATER MANCHESTER SCRUTINY**

The Chair provided a verbal update on activity of the GM Corporate Issues & Reform Overview and Scrutiny Committee.

## **11. CHAIR'S UPDATE**

The Chair informed panel members of Scrutiny reports and feedback received at the meeting of Overview Panel on 26 July 2021.

## **12. DATE OF NEXT MEETING**

To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on 9 September 2021.

## **13. URGENT ITEMS**

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

**CHAIR**

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# Mental Health and Wellbeing

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**Jessica Williams**, Director of Commissioning

**Lynzi Shepherd**, Head of Mental Health and Learning Disabilities

**Chris Pimlott**, Mental Health & Learning Disabilities Commissioning  
Manager

**Emma Dickenson**, Associate Director Mental Health, Pennine Care

September 2021

Agenda Item 3

# Current Position

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Working closely with Greater Manchester Health & Care Partnership to commission a wide range of mental health and learning disability services

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New funding available to support and transform services for people living with mental ill health including improving access, developing additional services to support prevention of ill health as well as specialist provision

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Significant pressures especially for inpatient beds (Adult and CYP) due to surge of support needed for people with severe and enduring mental ill health

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Recruitment and retention remains a key challenge for service providers

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Key focus is to continue to build on our Living Life Well neighbourhood models to improve outcomes for patients and carers

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# Current Position – Impact of Covid

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Inability to closely monitor those with chronic Serious Mental Illness has led to an increase in admissions and use of Psychiatric Intensive Care Units

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Rise in presentations of trauma to all services

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Delayed diagnosis for those presenting with cognitive impairment

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Rapid move to digital provision

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# Tameside and Glossop Mental Health Transformation Programme Plan 2021-2023

## Single Strategy

Population Mental Wellbeing

Collaborative Leadership,  
Management, Governance

Lived experience and  
Co-production

Supporting People to Stay Well –  
Living Life Well

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Improving access and crisis

Provision which is safe,  
effective, high quality

Innovative use of resources  
and new Investment

Improving care for those with highest  
needs



# Population Mental Wellbeing

- Health and Wellbeing College
- Mental health confident community wellbeing offer
- Neighbourhood offer
- Population MH priorities – notably suicide prevention and employment, Prevention Fund

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- Funded dedicated post in Population Health to support improving mental health outcomes



- Provision of Minds Matter and Mind counselling services continued after successful evaluation



- Successful award of pilot site for gambling support service

**In progress**

- New Population MH program (Prevention and Promotion Fund for Better Mental Health) successfully granted and due to commence in September 2021

**Completed by end of 2023**

- Suicide Prevention Strategy

**Completed by end of 2022**

# Supporting People to Stay Well – Living Life Well

- Building on Living Life Well Community; developing VCSE partnership
- Expanding and aligning all MH resources to five neighbourhoods and establishing forums
- Establishing and integrating the PCN MH roles
- Community MH Team Redesign incl PD pathway, DTOC
- Promoting access to Psychological therapies and integrate with LTC

• A comprehensive redesign and implementation of how Community Mental Health Services will function

Completed by  
end of 2023

• More inclusive especially for people with Personality Disorders, Eating Disorders and Autism/ADHD

Completed by  
end of 2023

• Deliver a comprehensive 4 neighbourhood offer

Completed by  
end of 2023

• Leadership Team in place involving all system partners (CCG, ICFT, LA, MH Trust, VCSE) working together to shape the future provision



• Delayed Transfers of Care service in place provided by Richmond Fellowship to facilitate unblocking of the system



# Access and Crisis

- Refreshed 24/7 helpline and pathway
- Safe Haven
- Open Access Voluntary and community Crisis Support
- Mental Health Liaison
- Out of Emergency Department urgent appointments

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- Soft launch of VCSE crisis drop-in service due to start in September in Anthony Seddon Fund centre

In progress

- Safe Haven operating with pathways continuing to develop



- 24/7 Helpline now fully operational and links with local Minds Matter support line to ensure robust follow-up



- T&G Liaison Services leading the way in the provision of accessible booked appointments for people to avoid need to attend the Emergency Department



# Improving care for those with highest needs

- Therapeutic Inpatient Care
- Home Treatment Teams
- Section 136 Suite Review
- Rehab
- Individual Placement Support
- Neighbourhood offer

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Single sex accommodation in adherence to national policy



- Management of delayed transfers of care to ensure that blocks in the system are removed where possible
- Development of a Greater Manchester wide bed finding service to manage demand
- Systemic review of rehab placement and supported community housing currently being completed

In progress

Completed by end of 2023

Completed by end of 2023

# Scrutiny Briefing

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## Budget Update 21/22 and Approach to 22/23

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September 2021

Agenda Item 4

# Structure of Briefing

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- Mid year 21/22 Update
  - Key Financial Assumptions
  - Budget Savings Target
  - Current Position As At Period 4 21/22
- Budget Transformation Team
- Budget Process 22/23 to 26/27
- Forward View – Key Risks and Emerging Pressures
- Covid Impact
- Key Messages and Key Priorities

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# 21/22 Key Financial Assumptions (1)

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- 2021/22 council tax increase of 1.99% general
- 2021/22 adult social care precept of 3%
- All £9m of savings proposals are adopted and delivered in 2021/22
- Increasing to £14m in 2022/23
- No new reliance on Reserves in 2021/22 – but balanced with one off measures
- 2021-2026 assumed council tax increases of 1.99% general – total impact £14m
- Pay freeze for 2021/22
- 2% pay award per annum from 2022/23 (c£2m p.a.)

# Key Financial Assumptions (2)

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- Council Tax & Business Rates income reduced = £5.6m less than originally planned
- CCG financial planning guidance delayed
- NHS returned to command and control structure
- NHS integrating care reform proposals from 2022/23

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# Budget Savings Target 21/22

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Savings by Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
Adults	665	665	665	665	665
Children's	705	686	686	686	686
Population Health	272	1,015	1,015	1,015	1,792
Growth	954	1,198	1,462	1,520	1,583
Operations & Neighbourhoods	1,823	2,621	2,481	2,481	2,415
Finance & IT	1,354	4,123	4,123	4,123	4,123
Governance	355	335	335	335	335
Corporate	2,803	3,208	3,208	3,208	3,208
<b>Total</b>	<b>8,930</b>	<b>13,851</b>	<b>13,975</b>	<b>14,033</b>	<b>14,807</b>
<u>Savings</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
<b>RED</b>	<b>651</b>	<b>5,139</b>	<b>5,139</b>	<b>5,139</b>	<b>5,139</b>
<b>AMBER</b>	<b>3,367</b>	<b>4,900</b>	<b>4,990</b>	<b>5,015</b>	<b>5,822</b>
<b>GREEN</b>	<b>4,912</b>	<b>3,812</b>	<b>3,846</b>	<b>3,879</b>	<b>3,846</b>
<b>Total</b>	<b>8,930</b>	<b>13,851</b>	<b>13,975</b>	<b>14,033</b>	<b>14,807</b>

# Integrated Commissioning Fund Budgets Period 4

Forecast Position £000's	YTD Position			Forecast Position			Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	COVID Variance	Non- COVID Variance
Acute	74,827	74,621	206	112,252	112,262	(9)	0	(9)
Mental Health	14,904	14,853	52	22,346	22,200	146	0	146
Primary Care	30,061	30,152	(92)	46,504	46,779	(276)	0	(276)
Continuing Care	5,215	5,084	131	7,867	7,777	90	0	90
Community	12,394	12,787	(393)	18,435	19,327	(892)	(939)	47
Other CCG	6,930	7,326	(396)	12,798	12,795	3	0	3
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0
CCG Running Costs	1,443	1,386	56	2,278	2,278	0	0	0
Adults	13,405	16,164	(2,759)	40,214	42,448	(2,234)	402	(2,636)
Children's Services - Social Care	17,160	17,892	(731)	53,510	58,970	(5,460)	0	(5,460)
Education	2,457	7,999	(5,542)	7,239	7,078	161	(113)	274
Individual Schools Budgets	90	(8,581)	8,672	0	0	0	0	0
Population Health	5,132	4,447	685	15,397	14,782	615	472	143
Operations and Neighbourhoods	15,238	36,604	(21,367)	51,234	51,750	(516)	(350)	(166)
Growth	560	277	283	9,420	9,401	19	132	(113)
Governance	3,230	6,980	(3,751)	9,083	9,709	(626)	(2,063)	1,437
Finance & IT	2,833	3,618	(786)	8,326	8,409	(83)	0	(83)
Quality and Safeguarding	54	(58)	112	142	135	7	0	7
Capital and Financing	(332)	(600)	268	4,775	4,358	417	0	417
Contingency	1,309	(1,411)	2,721	3,959	4,365	(406)	0	(406)
Contingency - COVID Costs	0	6,707	(6,707)	0	16,741	(16,741)	(16,741)	0
Corporate Costs	1,678	1,992	(314)	5,051	5,006	45	0	45
LA COVID-19 Grant Funding	(4,619)	(21,783)	17,164	(13,856)	(31,955)	18,099	18,099	0
Other COVID contributions	0	(445)	445	0	(489)	489	489	0
<b>Integrated Commissioning Fund</b>	<b>203,969</b>	<b>216,013</b>	<b>(12,044)</b>	<b>416,974</b>	<b>424,127</b>	<b>(7,153)</b>	<b>(611)</b>	<b>(6,542)</b>

# Current Position At Period 4 (£6.214m) Council Overspend – Where and Why??

- Children's Services (£5.460m overspend)
  - External Placements (£3.243m overspend)
  - Internal Placements (£2.059m overspend)
  - Child Protection and Children in Need-transport (£197K overspend)
- Adults Services (£2.234m overspend)
  - Residential and Nursing net (£179K overspend)
  - Supported Accommodation (£1.262m overspend)
  - Support at Home (£175K overspend)
  - Mental Health (£286K overspend)
- Ops and Neighbourhood (£516K overspend)
  - Car Parking Income (£701K overspend)
  - Delays to Savings Delivery (£266K overspend)
  - Offsetting mitigations

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# Budget Transformation Team

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- Well documented financial challenges
- Use of reserves for last 3 years to balance the budget
- 21/22 known to be a tipping point beyond which increasingly likely that we will be unable to set a balanced budget unless significant cost savings achieved
- And yet .....cost pressures continue to increase
- WHY?

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# Transformation Team

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- Project and programme management. **In house**
- Benchmarking – research / policy / drafting proposals. **Additional Policy Role**
- Experience – consult / engage / involve / insight. **In house**
- Data – analysis / forecasting. **In house**
- Finance – CBA, invest to save, impact bonds, external funding, proposal costing. **2 additional finance roles.**
- HR – talent focus / practical skills training / workforce insight. **In house**
- Procurement / commissioning – STAR / LEP etc.
- Process reengineering – LEAN / whole systems / squads. **?? New training offer.**
- Systems – link ICS/IAS, finance. **In house**
- Experience Reference Group – staff insight. **Shortlist identified.**

# External support

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- Future Gov
- Newton Europe
- KPMG
- Grant Thornton
- Centre for Governance and Scrutiny
- CiPFA
- Local Government Association (LGA)
- SOCITM
- APSE
- Nesta

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# Transformation Team Work programme

	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Children	Delivery						
Adults	Scoping		Delivery				
Corporate	Diagnostic						
Growth							
Operations							
Workforce upskilling (e.g. project management)	Scope & procure		Delivery				

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# Budget Process 22/23 to 26/27

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- Medium Term Financial Plan, 5 years with focus on 22/23, currently being updated
- Legal Responsibility to Set a Balanced Budget
- Statutory Duties to Deliver
- Page 22 Planning Requirements by Directorate:
  - Staffing related cost pressures
  - Demographic pressures
  - Inflationary pressures
  - Income Targets
  - Impact of Budget Savings
  - Lasting impact of Covid
- Funding Assumptions, How will we pay for Services?



# Budget Process 2022/23 to 2026/27

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- Process started early
- All Directorates considering areas for finding reductions and impact analysis
- Initial Directorate options already submitted but further work needed
- Special Budget SLT Mid-October 2021
- Special Budget Board Late October
- Budget Settlement December (late)
- Scrutiny January 2022
- Budget SCB/Cabinet February 2022
- Budget Council February 2022

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# 2021/22 Whole Council Medium Term Financial Plan – Budget Requirement (Feb '21)

	2021/22 '£000	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000
<b>Previous Year's Net Budget</b>	<b>205,279</b>	<b>194,494</b>	<b>205,561</b>	<b>209,462</b>	<b>216,947</b>
<b>Service Pressures</b>					
Staffing related cost pressure	1,689	3,093	2,483	2,513	2,272
Demographic pressures	8,049	3,246	3,861	5,400	4,282
Inflationary pressures	(340)	203	237	200	200
Reduction in other fees/charges/income	7,972	(1,339)	(700)	(250)	0
Grant reduction	0	0	0	0	0
Other service pressures	(1,681)	(973)	364	1,118	513
<b>Total service pressures</b>	<b>15,689</b>	<b>4,231</b>	<b>6,245</b>	<b>8,981</b>	<b>7,267</b>
<b>Service Reductions</b>					
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(648)	(4,546)	(2,228)	(1,650)	0
New savings to be delivered by management	(8,191)	(4,921)	(124)	(58)	(774)
New funding	(16,896)	16,303	8	212	0
Fees & charges	0	0	0	0	0
Vacancy factor	(739)	0	0	0	0
<b>Total service reductions</b>	<b>(26,474)</b>	<b>6,837</b>	<b>(2,344)</b>	<b>(1,496)</b>	<b>(774)</b>
<b>Net budget increase/(decrease)</b>	<b>(10,785)</b>	<b>11,067</b>	<b>3,901</b>	<b>7,485</b>	<b>6,493</b>
<b>Proposed total budget for year</b>	<b>194,494</b>	<b>205,561</b>	<b>209,462</b>	<b>216,947</b>	<b>223,440</b>

# 2021/22 Whole Council Medium Term Financial Plan – Funding the Budget (Feb '21)

	2021/22 '£000	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000
<b>Proposed total budget for year</b>	<b>194,494</b>	<b>205,561</b>	<b>209,462</b>	<b>216,947</b>	<b>223,440</b>
<b>Resources</b> <i>(Assumes increase in Council Tax)</i>					
Revenue Support Grant (and PH Grant)	0	(29,259)	(29,552)	(29,847)	(30,146)
Business Rates baseline	(50,430)	(25,210)	(25,462)	(25,717)	(25,974)
Business Rates Top Up	(31,371)	(29,918)	(30,217)	(30,519)	(30,825)
Business Rates section 31 grant	(7,961)	(5,131)	(5,182)	(5,234)	(5,286)
Business Rates 100% retention pilot	0	0	0	0	0
Council Tax (Before general increase)	(94,524)	(94,895)	(95,265)	(95,265)	(95,636)
Council Tax 1.99% General Increase	(1,880)	(3,813)	(5,799)	(7,810)	(9,899)
Council Tax 3% Adult Social Care Precept	(2,835)	(2,903)	(2,972)	(3,031)	(3,103)
Collection Fund COVID Deficit - Council Tax	2,382	2,382	2,382	0	0
Collection Fund COVID Deficit - Business Rates	1,424	1,424	1,424	0	0
Collection fund surplus (Prior years)	(2,500)	(2,500)	(1,000)	0	0
Collection Fund surplus (2019/20) - Council Tax	(645)	(645)	(645)	0	0
Collection Fund surplus (2019/20) - Business Rates	(58)	(58)	(58)	0	0
New homes bonus	(654)	(319)	0	0	0
GMCA return of reserves	(4,000)				
Use of reserves	(1,442)	(413)	(242)	(275)	(275)
<b>Total resources</b>	<b>(194,494)</b>	<b>(191,257)</b>	<b>(192,589)</b>	<b>(197,698)</b>	<b>(201,143)</b>
<b>Imbalance (surplus)/deficit cumulative</b>	<b>(0)</b>	<b>14,304</b>	<b>16,874</b>	<b>19,249</b>	<b>22,297</b>

# Savings Requirement in Context

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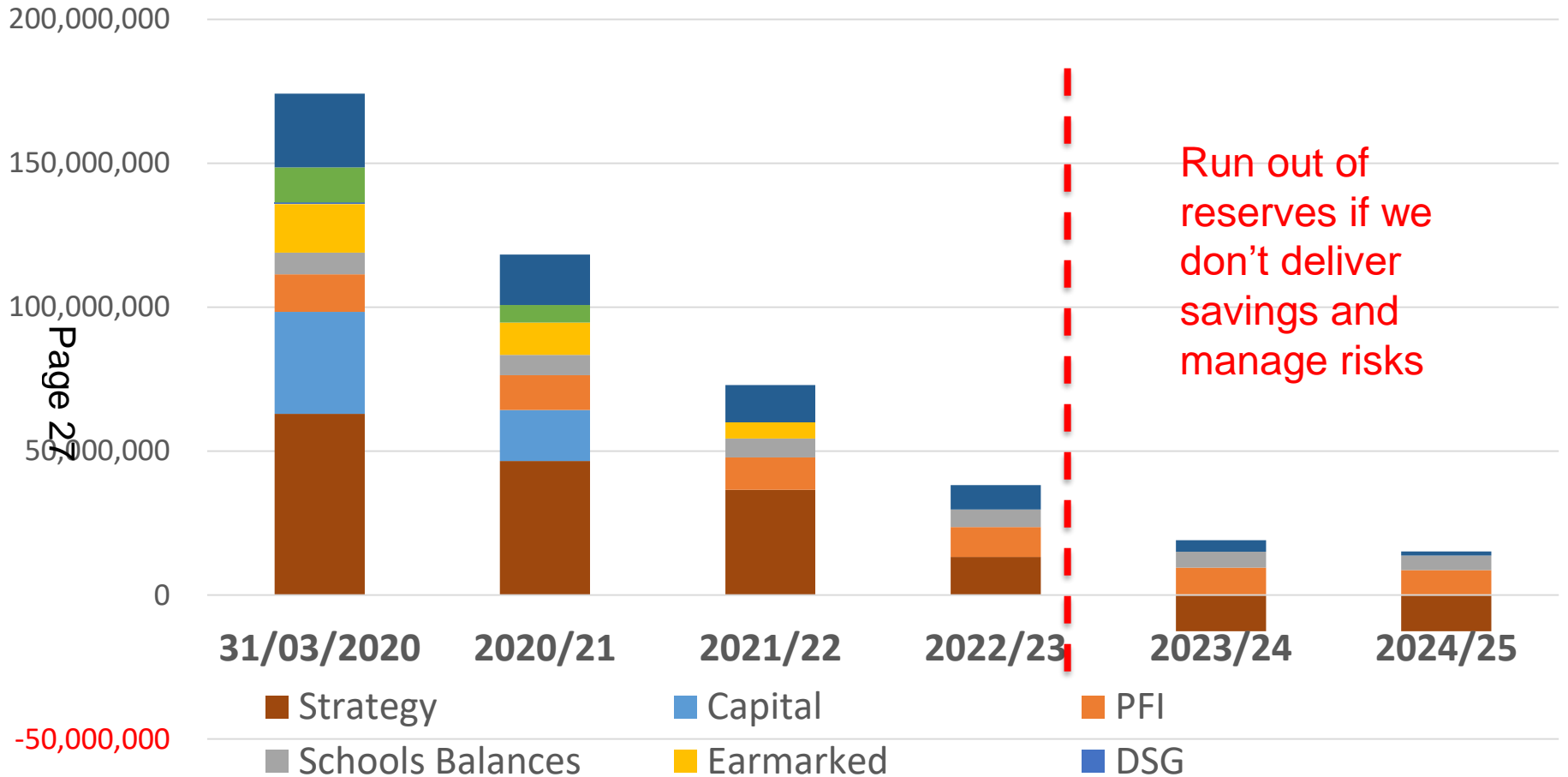
Savings requirement in 2022/23 is approx. £23m\* - representing:

- 11% of net budget
- 14% of net controllable budget
- 23% of net controllable budget excld. Children

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\* Includes MTFP assumed investment return in Children's and that 21/22 savings delivered in full

# Reserves Forecast 2020 - 2025



# Key Risks and Emerging Pressures

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- Continued Pandemic impact
  - Income/costs and tax base
  - More vulnerable population
  - Homelessness
- Non delivery of savings & cross cutting enabling programmes
- Children's Services demand
- Adults Social Care – Demand & provider sustainability
- Recovery of Health System and improving health outcomes
- Future Viability of Active Tameside
- Schools Funding, SEN, SEN Transport
- Insufficient growth in tax base, retaining and growing businesses

# Covid Impact

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- Without Government Support would be overspending by >£30m more than we are
- Adults – impact of additional costs once NHS Covid funding stops c.£980k – likely to continue into future years
- Children’s – nothing as yet
- Education – traded income affected c.£612k
- Active Tameside – c.£3.5m
- Airport Dividend - £6.5m
- PPE - £xxm

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# Key Messages

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- Our health and growth inequalities not sufficiently recognised through funding models & our underfunding means we need to be realistic about the level of service cuts required in the future
- Regardless of the increase in savings proposals put forward, we still have not got enough money to do everything we want to do
- 21/22 is now a one off Transition year which must be used to get our heads around the difficult decisions that will be required to produce a sustainable budget for 22/23
- Maximising opportunities through external investment
- Different contract with our population
- Fragility of Local Government sector means Increased Audit Scrutiny

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# Key Priorities 2021

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- Need to continue to accelerate the Children's 7 point Sustainability Plan and Growth priorities invested in from 20/21
- Must deliver on ALL 21/22 agreed savings proposals
- Need to continue to develop at least a further £10m of savings proposals / cuts from 22/23 onwards
- Must develop confident plans for all cross cutting themes in particular those that manage demand, further the integration agenda or bring extra income into the organisation
- Relentless focus on delivery of savings

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Thank you for your time

Any questions?

Starting Well

Living Well

Ageing Well

# Priorities

**VERY BEST START**

**1**

**Very best start in life** where children are ready to learn and encouraged to thrive and develop

Reduce rate of smoking at time of delivery

Reduce the number of children born with low birth weight

Improve school readiness

Children attending 'Good' and 'Outstanding' Early Years settings

Take up nursery at 2yrs

Promote good parent infant mental health

**ASPIRATIONS & HOPE**

**2**

**Aspiration and hope through learning** and moving with confidence from childhood to adulthood

Reading / writing / maths at Key Stage 2

Attainment 8 and Progress 8 at Key Stage 4

Young people going onto higher education

Children attending 'Good' and 'Outstanding' schools

Number of 16-19 year olds in employment or educated

Increase the proportion of children with good reading skills

Promote a whole system approach and improve wellbeing and resilience

**RESILIENT FAMILIES & SUPPORTIVE NETWORKS**

**3**

**Resilient families and supportive networks** to protect and grow our young people

Early Help Intervention

Reduce the number of first time entrants into Youth Justice

Increased levels of fostering and adoption

Improve the quality of social care practice

Improve the placement stability for our looked after children

Reduce the impact of adverse childhood experiences

**WORK SKILLS & ENTERPRISE**

**4**

**Opportunities for people to fulfil their potential** through work, skills and enterprise

Increase median resident earnings

Increase the working age population in employment

Increase the number of people earning above the Living Wage

Increase number of enterprises / business start ups

Working age population with at least Level 3 skills

Increase the number of good quality apprenticeships delivered

**INFRASTRUCTURE & ENVIRONMENT**

**5**

**Modern infrastructure and a sustainable environment** that works for all generations and future generations

Improve air quality

Increase the number of net additional dwellings

Increase the number of affordable homes

Digital inclusion - average download speeds

Reduce tonnes of waste sent to landfill and increase the proportion recycled

Increase journeys by sustainable transport / non-car

Increase access to public transport

**NURTURING COMMUNITIES**

**6**

**Nurturing our communities** and having pride in our people, our place and our shared heritage

Increase participation in cultural events

Reduce victims of domestic abuse

Reduce the number of rough sleepers / homelessness

Improve satisfaction with local community

Victims of crime / fear of crime

Reduce levels of anti social behaviour

Increase access, choice and control in emotional and mental self-care and wellbeing

**LONGER & HEALTHIER LIVES**

**7**

**Longer and healthier lives with good mental health** through better choices and reducing inequalities

Increase physical and mental healthy life expectancy

Improve the wellbeing for our population

Decrease smoking prevalence

Increase levels of physical activity

'Good' and 'Outstanding' GPs practices

Reduce drug and alcohol related harm

**INDEPENDENCE & DIGNITY IN OLDER AGE**

**8**

**Independence and activity in older age, and dignity and choice** at end of life

Increase the number of people helped to live at home

Reduce hospital admissions due to falls

Increase levels of self-care / social prescribing

'Good' and 'Outstanding' social care settings

Prevention support outside the care system

# Delivering the vision, aims and priorities of the Corporate Plan will be supported by a number of enablers and ways of working:

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A **new relationship** between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.

An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.

**Behaviour change in our communities that builds independence and supports residents to be in control**

A **place based approach that redefines services** and places individuals, families, communities at the heart

A stronger prioritisation of **well being, prevention and early intervention**

An **evidence led** understanding of risk and impact to ensure the right intervention at the right time

An approach that supports the development of **new investment and resourcing models**, enabling collaboration with a wide range of organisations.

Theme	Priority	Outcome	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets		
									Apr 2025	Apr 2030	
Starting Well	Very Best Start	Reduce rate of smoking at time of delivery	% Smoking at time of delivery	13.30%	12.90%	9.90%	Q2 2020/2021	↓	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery	
		Reduce number of children born with low birth weight	Low weight births as a % of all full term live births	3.29%	3.71%	2.86%	2018	↑	2%	All mothers and babies are supported to achieve a healthy start in life	
		Improve school readiness	% achieving a 'good' level of development	65.7%	66.90%	71.80%	Q2 2019/2020	↑	75%	All children start school ready to learn	
		Children attending 'good' and 'outstanding' early years settings	% 3 & 4 YO's at 'good' or 'outstanding' EY settings	91%	93%	92%	2020	↑	98%	All children to attend good or outstanding early years settings	
		Take up nursery at 2 Years	% 2 YO's in funded early education	77%	75%	69%	2020	↓	95%	All eligible 2 year olds benefit from funded early years education	
		Childhood Obesity	% 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	% KS4 going into/remaining in further education	84%	85%	87%	2019	↑	90%	All young people going into/remaining in further education after KS4	
		Children attending 'good' and 'outstanding' schools	% Primary schools 'good' & 'outstanding'	88.60%	89.50%	87.80%	2020	↑	95%	All children attending a good or outstanding primary school	
			% Secondary schools 'good' & 'outstanding'	72.80%	66.70%	76.50%	2020	↓	80%	All children attending a good or outstanding secondary school	
		Number of 16-19 year olds in employment or education	% 16 & 17 YO's in education or training	93.14%	94.68%	92.59%	2019	↑	95%	All 16 & 17 year olds in education or training	
		Proportion of children with good reading skills	% KS2 achieving expected reading standard	73%	72%	73%	Q2 2019/2020	↓	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	Secondary Fixed Term Exclusions		17.14%	16.80%	10.75%	2018/2019	↓	tbc	tbc
			Percentage of pupils looked after achieving 9-4 passes in English and Maths		18.8% (2017)	19.6% (2019)	17.8% (2019)	2019	↑	tbc	tbc
	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	
	Families & Supportive Networks	Early Help Intervention	CAFs (Early Help Assessments) currently open	658	629	N/A	Q3 2020/2021	↓	To be developed	All vulnerable families receive the help they need	
		Reduce the number of first time entrants into Youth Justice	First Time Entrants into Youth Justice aged 10-17	212.9	332.7	223.7	Q2 2019/2020	↑	212.9	No young people entering the youth justice system	
		Increased levels of fostering and adoption	% LAC adopted in year	12%	10%	12%	Q2 2019/2020	↓	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	CS Audits Rated 'Good' & 'Outstanding'	22%	18%	N/A	Q2 2020/2021	↓	50%	All Children Social Care audits rated good or outstanding	
Improve the placement stability for our looked after children		% of LAC with 3+ placements	11%	10%	11%	2020	↓	2.50%	All our looked after children are in safe and stable placements		
Reduce the impact of adverse childhood experiences		LAC rate per 10,000		142	139	67	2020	↓	99.1	Children are supported to stay in the family environment where it is safe and possible to do so	
	CSC Referrals related to domestic abuse		2757	1850	N/A	2019/2020	↓	2000	No CSC referrals related to domestic abuse		

Theme	Priority	Outcome	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets			
									Apr 2025	Apr 2030		
an Saxon / Vibrant Economy	Resilient	Covid-19 Impact and Recovery	CSC Assessments Completed	279 (WC April 2020)	262 (WC April 2021)	N/A	Apr-21	↓	tbc	tbc		
			CSC Assessments Completed within 45 Days	71.3% (WC April 2020)	58.4% (WC April 2021)	N/A	Apr-21	↓	tbc	tbc		
			Children in Need	2154 (Last Week April 2020)	2333 (Last Week April 2021)	N/A	Apr-21	↑	tbc	tbc		
	Living Well	Work Skills & Enterprise	Increase median resident earnings	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	Percentage in Employment	74.4%	73.6%	76.0%	Q2 2020/2021	↓	78%	All people who can work are in work	
				Universal Credit Recipients	26816 (Feb 2021)	27144 (Mar 2021)	N/A	Mar-21	↑	tbc	tbc	
			Increase the number of people earning above the Living Wage	Universal Credit Recipients in Employment	37% (Jan 2021)	36.4% (Feb 2021)	37.3% (Feb 2021)	Feb-21	↓	tbc	tbc	
				% earning below living wage foundation rates	25.70%	27%	22.9%	2018	↑	22.90%	All employees earning at least the Living Wage	
			Increase number of enterprise / business start-ups	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	
				Business Rate Taxbase: Total Rateable Value	£148,835,114 (Feb 2021)	£148,903,439 (Mar 2021)	N/A	Mar-21		tbc	tbc	
			Working age population with at least Level 3 skills	Percentage of population with at least level 3 skills	47.50%	48.20%	58.5%	2019	↑	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average	
			Increase the number of good quality apprenticeships delivered	Number of apprenticeships started	2050 (146.2 per 10k)	1380 (98.5 per 10K)	196,300 (56.1 per 10K)	Q3 2019/2020	↓	2310	Apprenticeships are available to all that seek them	
			Sustainable	Covid-19 Impact and Recovery	Universal Credit Recipients	24497 (May 2020)	26882 (May 2021)	N/A	May-21	↑	tbc	tbc
					UC Recipients in Employment	36.2% (April 2020)	37.0% (April 2021)	N/A	Apr-21	↑	tbc	tbc
					Businesses Reporting Decreased Sales	64.0% (May 2020)	26.0% (May 2021)	N/A	May-21	↓	tbc	tbc
					Businesses Furloughing Staff	53.9% (May 2020)	60.0% (May 2021)	N/A	May-21	↑	tbc	tbc
					Businesses Sustainable for up to 6 Months	47.5% (May 2020)	19.2% (March 2021, latest available)	N/A	Mar-21	↓	tbc	tbc
Households Receiving Council Tax Support	17806 (May 2020)	18219 (May 2021)			N/A	May-21	↑	tbc	tbc			
Sustainable	Improve air quality	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			
		Carbon Dioxide Emissions Per Capita (tonnes)	3.8 (2017)	3.7 (2018)	5.2 (2018)	2018	↓	tbc	tbc			

Theme	Priority	Outcome	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
									Apr 2025	Apr 2030
Great Place - Living Well	Infrastructure and Environment	Increase the number of net additional dwellings	Net Additional Dwellings per 10,000	28.69	20.93	43.3	2019/2020	↓	tbc	tbc
		Increase the number of affordable homes	New Affordable Homes per 10,000	7.82	10.29	23.4	Q2 2019/2020	↑	tbc	tbc
		Digital inclusion	Maximum Mean Download Speed	42.8	45.8	53.9	Q4 2020/2021	↑	41.5	All households to have access to high quality internet services
		Reduce tonnes of waste sent to landfill and increase the proportion recycled	Percentage of all waste recycled	50.90%	45.9%	43.0%	2019/2020	↓	57.78%	All household waste recycled where possible
		Increase journeys by sustainable transport/no car	% population walking / cycling 3+ times a week	40.50%	36.10%	47.2%	Q2 2019/2020	↓	47%	Tameside is a walking/cycling friendly borough
		Increase access to public transport	% of residents with Level 4 access to public transport network at peak times		82.7% (GM)	N/A	2018		Targets to be agreed	All residents with Level 4 access to public transport network at peak times
	Nurturing Communities	Reduce victims of domestic abuse	Rate of PPIs per 1000	33.8	25.4	N/A	2019/2020	↑	25.1	Tameside has low rates of domestic abuse
		Reduce the number of rough sleepers/homelessness	Street counts & estimates of rough sleepers	2 (0.19 per 10k HHolds)	5 (0.22 per 10K)	0.76 per 10K	2019	↓	2	Nobody sleeping rough on the streets of Tameside
			Households reporting as at risk of homelessness- Jigsaw	211 (2019)	90 (2020)	N/A	2020	↓	tbc	tbc
		Improve satisfaction with local community	Mean life satisfaction ratings	7.73	7.74	7.66	2019/2020	↔	8.5	Maintain mean life satisfaction at 8.5
		Increase access, choice, and control in emotional and mental self-care and wellbeing	Deaths due to suicide- rate per 100,000	11.6 (2016-2018)	9.4 (2017-2019)	10.1	2017-2019	↓	tbc	tbc
			Emergency hospital admissions for self harm	237.8 (2018/19)	223.6 (2019/20)	192.6	2017-2019	↓	tbc	tbc
			IAPT Referrals	9,435	8,630	N/A	2020	↓	12383.4	Everyone has access to good quality mental health services
		Covid-19 Impact and Recovery	Food Bank Enquiries	118 (WC May 2020)	79 (WC May 2021)	N/A	May-21	↓	tbc	tbc
			Placements in Emergency Temporary Accommodation	51 (Jan 2020)	50 (Jan 2021)	N/A	Jan-21	↓	tbc	tbc
			IAPT Referrals	740 (Dec 2019)	625 (Dec 2020)	N/A	Dec-20	↓	tbc	tbc
			Domestic Abuse Incidents reported to Children's Services	68 (WC April 2020)	155 (WC April 2021)	N/A	Apr-21	↑	tbc	tbc
			Residents Agreeing that People Look Out for One Another	73% (Jul-Sep 2019)	83% (Apr-Jun 2020)	N/A	Apr-Jun 2020	↑	tbc	tbc
			Residents Feeling Safe in their Local Area	89% (Jul-Sep 2019)	92% (Apr-Jun 2020)	N/A	Apr-Jun 2020	↑	tbc	tbc
			Self Isolation Payments	959 (WC Nov 2020)	4665 (WC May 2021)	N/A	May-21	↑	tbc	tbc
	Ageing Well	Increase physical and mental healthy life expectancy	Healthy Life Expectancy at birth	Male - 58.1 years, Female - 57.6 years	Male - 60.4 years, Female - 58.3 years	Male - 63.4 years, Female - 63.6 years	2016-2018	↑	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average
			Two Week Waits for Cancer Referrals	96.5% (2019)	95.6% (2020)		2020	↓	tbc	tbc

Theme	Priority	Outcome	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets		
									Apr 2025	Apr 2030	
Longer & Healthier Lives		Improve the wellbeing of our population	Happiness ratings (average)	7.61	7.39	7.48	2019/2020	↓	7.52	Maintain mean happiness ratings above 8	
		Smoking prevalence	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	% of population 'inactive' (<30m exercise a week)	27.3%	29.6%	25.5%	May 19-May 20	↑	25.20%	All residents are physical active where possible	
		Good' and 'Outstanding' GPs practices	CQC Audit Results: % good or outstanding	97.30%	96.90%	95.30%	Jun-20	↓	100%	All GP practices to be rated good or outstanding by CQC	
		Reduce drug and alcohol related harm	Admission rate for alcohol related harm per 100k	2783	2780	2370	2018/2019	↔	2250	Alcohol harm rates are low and support is available	
			Deaths from drug misuse per 100k	4.6	5.6	4.7	2017-2019	↑	4	Drug misuse rates and low and support is available	
	Covid-19 Impact and Recovery		Two Week Waits for Cancer Referrals	97.0% (March 2020)	96.7% (March 2021)		Mar-21	↓	tbc	tbc	
			Type 1 A&E Attendances	95473 (2019)	79275 (2020)		2020	↓	tbc	tbc	
			Type 3 A&E Attendances	42847 (2019)	16778 (2020)		2020	↓	tbc	tbc	
	Independence & Dignity in Older Age		Increase the number of people helped to live at home	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	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	% 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	CQC Audit Results: % good or outstanding	80%	81%	Awaiting Data		↑	80%	All residential/nursing settings are rated good or outstanding
		Prevention support outside the care system	Number of people supported outside the social care system with prevention based services	7792	6740	N/A		↓	7500	All people are supported to remain in the community	
Covid-19 Impact and Recovery			Contacts Made to ASC	549 (March 2020)	764 (March 2021)		Mar-21	↑	tbc	tbc	
			ASC Contacts Not Progressing	58.3% (March 2020)	57.2% (March 2021)		Mar-21	↓	tbc	tbc	
		Open ASC Provisions	4187 (March 2020)	4904 (March 2021)		Mar-21	↑	tbc	tbc		

\* Where available data will be provided at the Tameside & Glossop level for health related indicators.