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PLACE AND EXTERNAL RELATIONS SCRUTINY PANEL

Day: Tuesday
Date: 8 March 2022
Time: 6.00 pm
Place: Committee Room, Level 2, Tameside One

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE	
2.	MINUTES To approve as a correct record, the Minutes of the proceedings of the Place and External Relations Scrutiny Panel held on 11 January 2022.	1-4
3.	CRIME AND DISORDER The Panel to meet Councillor Allison Gwynne, Executive Member (Neighbourhoods, Community Safety and Environment); Chief Superintendent Rob Cousen, Greater Manchester Police; Emma Varnam, Assistant Director, Operations and Neighbourhoods; and John Gregory, Head of Community Safety and Homelessness, to follow-up on the HMICFRS inspection of Greater Manchester Police and receive an update on strategic developments for community safety, crime and disorder.	5-24
4.	SCRUTINY BUDGET LETTER The Chair to update members on the annual budget letter presented at the joint meeting of Cabinet and Overview Panel on 9 February 2022.	25-28
5.	SCRUTINY ACTIVITY 2021/22 The Chair to present a summary of activity undertaken during the 2021/22 municipal year.	29-30
6.	CORPORATE PLAN SCORECARD To receive for information the Corporate Plan Scorecard.	31-34
7.	GREATER MANCHESTER SCRUTINY The Chair to discuss priorities and recent activity of the Greater Manchester Combined Authority Scrutiny Committees.	
8.	CHAIR'S UPDATE The Chair to provide a verbal update on recent activity and future priorities for the Panel.	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Paul Radcliffe, Policy and Strategy lead, to whom any apologies for absence should be notified.

9. DATE OF NEXT MEETING

To note that this is the last formal meeting of the Scrutiny Panel for the 2021/22 municipal year.

10. URGENT ITEMS

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

Place and External Relations Scrutiny Panel 11 January 2022

Commenced: 6.00pm

Terminated: 7.50pm

Present: Councillors Glover (Chair), Mills (Deputy Chair), Bowerman, Cartey, Chadwick, Choksi, J Fitzpatrick, A Holland, J Homer, Jones, Lewis, North, Patel.

Apologies: Councillors Billington, Gosling, T Sharif.

28. MINUTES

The minutes of the meeting of the Place and External Relations Scrutiny Panel held on 2 November 2021 were approved as a correct record.

29. DIGITAL OFFER AND DELIVERY

The Panel welcomed Tim Rainey, Assistant Director, Digital Tameside, to receive an update on the Council's current position, wider digital strategy and offer for 2022 and beyond.

Mr Rainey informed members that the Digital Strategy sets out a five-year vision and plan regarding the use of digital technologies for the Council and NHS Tameside & Glossop Clinical Commissioning Group. Developed over a 12-month period through a series of facilitated workshops and consultation, the strategic priorities and key deliverables link to the Corporate Plan and aim to support wider areas such as the Inclusive Growth Strategy.

The Digital Strategy was approved in September 2020 and sets out the following digital priorities.

- Digital Public Services
- Digital Workforce
- Digital Economy
- Digital Foundations
- Digital Skills, Talent and Inclusion
- Digital Infrastructure

Each priority will focus on corporate themes, including methods of communication and areas specific to cyber security. Members received added detail for each priority, this included a new One Place website bringing together related public services in Tameside. The creation of a Virtual Call Centre for all services with enhanced features such as web chat and commitments to improve Council and NHS Apps enabling residents to access Council services, as well as medical records and GP appointments.

While plans were in development for digital progression across the Council and CCG, a large part of this work was fast-tracked at the start of the pandemic. Almost overnight, there was a need to ensure collective efforts addressed digital requirements of the workforce. The aim has been to establish and embed a highly skilled and agile workforce that is both fully equipped and confident in the use of technology and remote working.

Going forward it remains important that the Council continues to progress work to maximise digital opportunities for the borough, this includes support for businesses to adopt and exploit digital solutions. The strategy outlines a number of plans to promote Tameside as a prime location and a digitally enabled borough. This includes further options to extend and develop a

digital and creative quarter positioned within the area of St Petersfield and Ashton Old Baths. The Council will seek to facilitate opportunities for people and businesses to fulfil their potential and ambitions through new technology.

Investment, research and development is an essential part of the Council's ability to exploit emerging technologies. There is also a growing need to reduce the creation, processing and storage of paper, with a programme to digitalise paper records as well as secure information storage. The Council has to remain cyber safe and secure, taking account of all GDPR requirements in order to guarantee the security and privacy of our systems that hold public and personal information. Part of this work includes the adoption of a new Cyber Security Strategy for Tameside and commissioning a new data centre and disaster recovery site.

Discussion touched upon the need to create greater digital accessibility and engagement for all. Reference was made to the recent investment in Microsoft Office 365 and its roll-out, upgrades to computer and IT facilities in public libraries and to expand SWIFT free public Wi-Fi.

Mr Rainey responded to a number of questions from the Panel on:

- Delivery of strategic priorities and timescales.
- Digital solutions, exclusion and improving accessibility.
- Role of Digital services in making data more accessible and qualitative. Creating a more joined up role for digital representatives to work in partnership with all services, Finance and HR to inform decision-making, support service improvement, innovation and delivering required savings.
- Continued access to digital support and training for staff, elected members and residents.
- Digital security and emergency planning to remove and mitigate risks.
- Recent investment and roll out of Microsoft Office 365 - exploiting benefits and training.
- To remain mindful of residents and end users when considering scale of digital expansion and access to original contact methods.
- Digital services now delivering previously identified savings over a longer 4 year period and opportunities to utilise findings from the SOCITM assessment.

Resolved: That Mr Rainey be thanked for attending the meeting.

30. REVIEW OF HOMELESSNESS AND HOUSING

The Panel received the final report to conclude the review of Homelessness and Housing. The Chair advised that the report is to be presented at the joint meeting of Cabinet and Overview on 9 February 2022.

31. GREATER MANCHESTER SCRUTINY

The Chair provided a verbal update on known activity of the GMCA Overview and Scrutiny Committees.

32. CHAIRS UPDATE

The Chair advised members that a number of Scrutiny reports are to be tabled at the joint meeting of Cabinet and Overview Panel on 9 February 2022. Items specific to the pane include:

- Scrutiny Update (summary of activity for 2021/22)
- Final report and Executive Response to conclude activity on Housing and Homelessness

All Scrutiny members have received an invitation to attend the Scrutiny annual budget briefing on 17 January 2022.

33. DATE OF NEXT MEETING

To note that the next meeting of the Place and External Relations Scrutiny Panel will take place on Tuesday 8 March 2022.

34. URGENT ITEMS

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

CHAIR

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Place and External Relations Scrutiny Panel

8th March 2022



What is the current position on key findings from the HMICFRS report and the required improvements to the services for victims?

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How do partners harness local resource and intelligence to inform interventions specific to crime prevention and reduction?



Victims and Communities

Community Safety Partnership

1. Building stronger communities
2. Preventing and reducing violent crime, knife crime & domestic abuse
3. Preventing and reducing crime & anti-social behaviour
4. Preventing and reducing the harm caused by drugs & alcohol
5. Protecting vulnerable people and those at risk of exploitation

Plan on a Page & Promises

1. Shorter call waiting
2. Faster emergency attendance
3. All crimes investigated - every reasonable line of enquiry followed-up
4. Every burglary attended
5. More criminals arrested
6. Organised crime disrupted
7. More assets seized
8. Increased victim satisfaction
9. Fewer complaints about service
10. Proportionate and fair policing

National Outcome Proxies

1. Fewer neighbourhood crimes
2. Fewer <25s assaulted with a sharp object hospital admissions
3. Fewer knife crimes with victim <25
4. Fewer homicides
5. Fewer drug-related homicide
6. Increase victim satisfaction
7. Increased DA victim satisfaction
8. Fewer offences involving discharge of a firearm
9. More positive mandatory drug tests [and referrals]

Police & Crime Plan - improve

1. Public feelings of safety
2. Public confidence in getting a service
3. Victim satisfaction
4. Fewer inequalities in satisfaction and confidence
5. Fewer repeat victims
6. Fewer crimes against the person
7. Fewer household crimes
8. Fewer recidivists especially for violence, abuse, exploitation, DA and hate.
9. Reduction in the frequency and seriousness of offending particularly with those who cause the greatest harm.
10. Fewer repeatedly victimised places



GMP Plan on a Page



PLANNING OUR FUTURE: BUILDING A NEW GMP

OUR PURPOSE: Focus on the basics: Fight, prevent and reduce crime. Keep people safe. Care for victims.



THIS IS WHAT WE DO:

- RESPOND TO INCIDENTS & EMERGENCIES
- INVESTIGATE & SOLVE CRIME
- PREVENT AND REDUCE CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR
- DELIVER OUTSTANDING SERVICE
- BUILD PUBLIC TRUST AND CONFIDENCE

THIS IS HOW WE DO IT:

<p>Improve, simplify and align our core processes</p> <ul style="list-style-type: none"> Ensure we deal with incoming demand, and properly record, investigate and solve crimes Ensure end-to-end accountability and victim focus Simplify governance, reduce duplication and bureaucracy 	<p>Improve I.T. and broaden digital transformation</p> <ul style="list-style-type: none"> Improve / replace police works Boost digital skills across the organisation Ensure I.T. and digital technology are easy to use enablers of our core processes Update and upgrade our I.T. infrastructure and ensure it is fit for purpose 	<p>Become a more intelligent organisation</p> <ul style="list-style-type: none"> Foster evidence-based decision-making Scan the horizon, map and predict demand and emerging threats (incl. failure demand) Collect and analyse accurate, reliable and up-to-date information and share it in an easy to understand way Boost data and analytics skills 	<p>Strengthen and invest in the corporate services function</p> <ul style="list-style-type: none"> Ensure corporate services enable, contribute, support and influence the force as a strategic partner Boost and grow the professional skills across corporate services
<p>Establish effective performance management regime</p> <ul style="list-style-type: none"> Measure, monitor and manage what really matters Set clear performance expectations for everyone Recognise and celebrate good performance Fairly tackle poor performance 	<p>Strengthen our dedicated neighbourhood policing teams</p> <ul style="list-style-type: none"> Ensure they have resources and decision-making powers, local knowledge and a focus on partnership-based problem solving Help to build resilient communities Supported by specialist capabilities 	<p>Work in effective partnerships</p> <ul style="list-style-type: none"> Reduce risk to vulnerable people and stop people becoming victims in the first place Create a joint focus on creative problem solving in order to reduce demand Shared accountability for problems Joint intelligence and understanding of underlying causes of demand 	<p>Communicate and engage in a positive and proactive manner</p> <ul style="list-style-type: none"> Have a proactive dialogue with communities, listen to the public, understand issues Establish internal voice and create staff engagement channels Enhance media and stakeholder relationships
<p>Invest in and support our people</p> <ul style="list-style-type: none"> Make GMP an attractive place to work Improve staff engagement, staff recognition and staff wellbeing Improve leadership skills across the organisation Strengthen strategic, operational HR and workforce planning processes so that we recruit, retain, develop and promote the best people Provide ongoing training, development support and career progression opportunities to all staff and officers 	<p>Invest in and improve our infrastructure</p> <ul style="list-style-type: none"> Ensure the estate, fleet, equipment and I.T. are fit for the job Embrace effective agile working Reduce environmental impact 	<p>Manage our resources effectively</p> <ul style="list-style-type: none"> Secure funding and align finance strategy with strategic priorities Balance short and long-term financial planning Improve financial awareness and delegate more financial authority Focus on value for money 	

UNDERPINNED BY OUR VALUES:

- PUBLIC SERVICE & PROBLEM SOLVING
- INTEGRITY, HONESTY & OPENNESS
- ACCOUNTABILITY & UNITY
- KINDNESS
- HIGHEST PROFESSIONAL STANDARDS
- BEING A LEARNING ORGANISATION
- DIVERSITY, EQUALITY & INCLUSION



Neighbourhood Crime



Burglary

- Tameside has the highest arrest ratio for burglary at 10.2% (1,449 burglaries)
- Tameside has 4th lowest number of burglary offences across GM

Vehicle Crime

- Tameside showing biggest decrease in Vehicle Crime across GM -12.7%
- 2nd lowest Borough for recorded vehicle crime in GM



Neighbourhood Crime

Robbery

- Tameside has the biggest % reduction in robbery offences across GM (-15%)
- Tameside has lowest number of robbery offences across GM – 276
- Tameside has the highest crime to arrest ratio count for Robbery crime 22.1 % and the lowest number of offences 276 across GM.GM

Theft from person

- Tameside has the 2nd lowest number of Theft From Persons offences in GM – 171
- Tameside is showing an increase on rolling 12 months
- Now investigated by Serious Acquisitive Crime Team
- Increased resource in SAC team



Neighbourhood Crime - Other



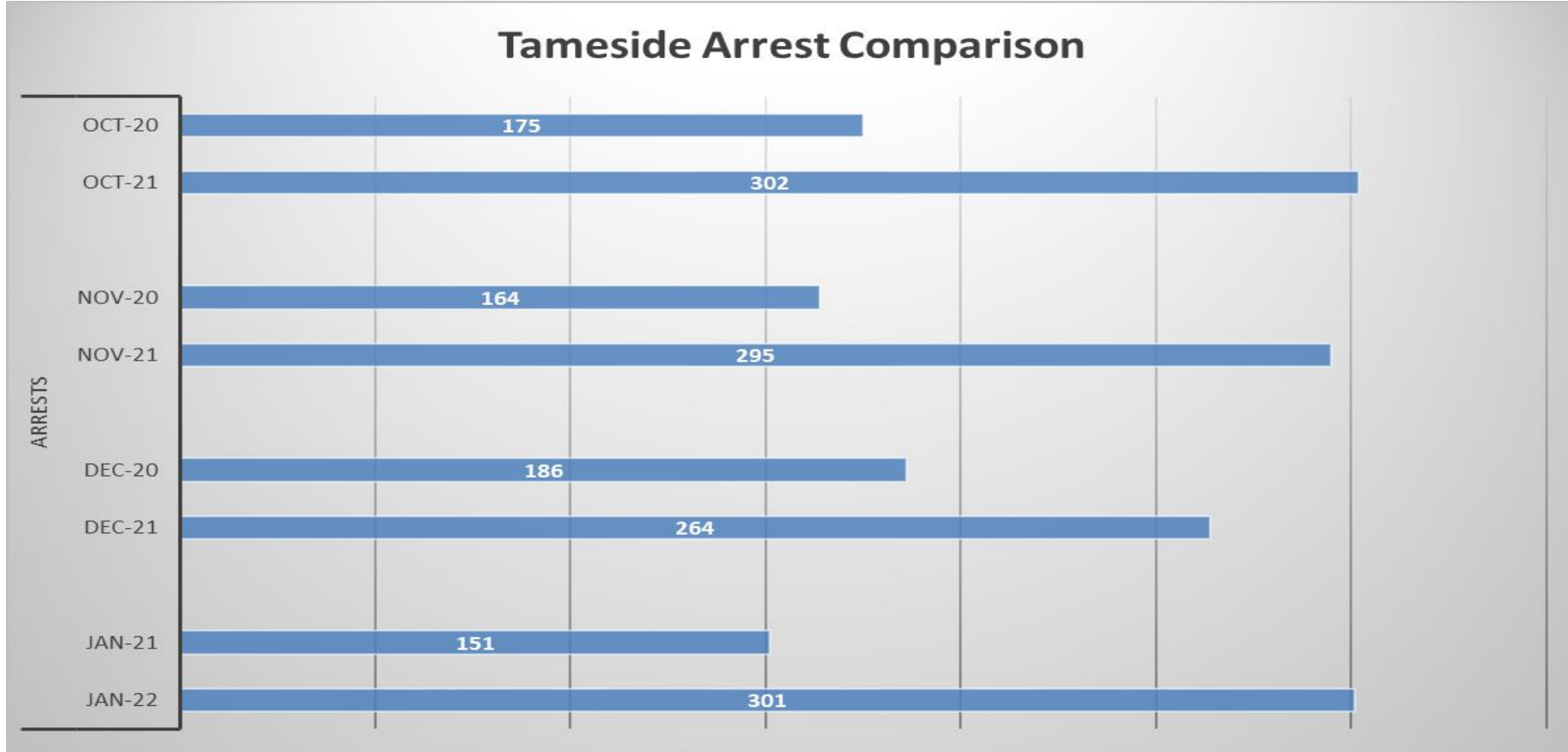
- Tameside had the lowest number of hate crimes in GM alongside Wigan in December 2021
- Tameside saw -25.4% fewer hate crimes in December 2021 than during December 2020, the biggest reduction across GM
- Across the same period Tameside has seen a reduction of 89 ASB incidents equating to -18.2% reduction in count in December 2021 to December 2020



Tameside arrest Comparison



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Strategic and operational relationship of partners involved in the CSP



Tameside Community Safety Partnership



Tameside Community Safety Partnership is made up of representatives from;

- Police
- Local Authorities
- Fire and Rescue authorities
- Health
- Probation
- Youth Justice
- Housing Providers
- Voluntary and Community Sector organisations

Who work together to make Tameside a safer place to live, study, work and visit.



Strategic and Operational Relationships



- Community Safety Partnership – Strategic and Tactical
- Tameside Tasking and Co-Ordination Group
- Vulnerability Board
- Serious Acquisitive Crime Group
- Neighbourhood Strategic Forums
- Police Surgeries
- Independent Advisory Group (IAG)
- Neighbourhood Watch
- Business Watch Group
- #OperationSaferTameside and Operation Avro

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What are the challenges, priorities and deliverables for Tameside in 2022?

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What opportunities are available to identify, facilitate and achieve greater scrutiny oversight on work strands linked to the 5 key priorities set within the strategy?



Tameside Community Safety Strategy 2022 - 2025



The Community Safety Strategy was ratified at full council in February 2022. The CSP are working on and through a detailed action plan in order to deliver on the strategic priorities.

The Community Safety Strategy has 5 key priorities:

- Building stronger communities
- Preventing and reducing violent crime, knife crime & domestic abuse
- Preventing and reducing crime & anti-social behaviour
- Preventing and reducing the harm caused by drugs & alcohol
- Protecting vulnerable people and those at risk of exploitation

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Examples of strategy in action

A total of 26 Hate Crime Awareness raising sessions have been delivered in the past 12 months in various community group and educational settings, as well as virtually. We have also ran a promotional campaign in conjunction with waste services.

In Tameside we have also launched the Hate Crime Fund for a second year to fund projects that raise hate crime awareness and promote cohesion.

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Examples of strategy in action



In Tameside, there are a total of 60 Neighbourhood Watch Schemes with combined registration through Tameside Council and Ourwatch.

There are a total of 7330 households supported by the council;

- Ashton – 1518
- Audenshaw – 600
- Denton – 1316
- Dukinfield – 1215
- Droylsden – 53
- Hyde and Longdendale – 1180
- Stalybridge - 1448



Examples of strategy in action

Road Safety is a national as well as local concern. In Tameside we have launched a Road Safety campaign and developed the 'Road Safety Pledge' to promote responsible driving.

An enforcement day of action occurs monthly in Tameside targeting irresponsible drivers and those driving illegally.

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Examples of strategy in action



The CSP has funded numerous projects over the past 12 months for delivery in schools covering the following themes;

- Page 21
- Building resilience to extremism
 - Personal and online safety
 - Child Criminal Exploitation
 - Knife Crime

Promoting both our local and the GM Standing Together priorities.



We have also facilitated the administration of the Household Support Fund to support our most vulnerable residents, with **2,300 applications** received since the start of November 2021

Positive interventions taken by the Anti-social Behaviour team using enforcement powers in dealing with individuals;

- **8 Injunctions** granted through court
- 7 Community Protection Warnings issued
- 2 Community Protection Notices issued





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Chief Superintendent Rob Cousen
Divisional Commander, Tameside

rob.cousen@gmp.police.uk

John Gregory
Head of Community Safety & Homelessness

john.gregory@tameside.gov.uk



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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

Ms Kathy Roe
Director of Finance – Section 151 Officer

email:	paul.radcliffe@tameside.gov.uk
Ask for	Paul Radcliffe
Direct Line	0161 342 2199
Date	19 January 2022

Dear Councillor Ryan and Ms Roe,

Consultation with Scrutiny Panels regarding the 2022/23 Budget

We write in response to the budget consultation meetings held on 17 January 2022, at which Scrutiny members received a comprehensive overview of the planning process associated with budget setting for 2022/23 and beyond. In addition to the mid-year budget monitoring information presented to Scrutiny Panels in September 2021, the sessions enable members to seek assurances on the Council's approach to managing and mitigating the impacts of known risks, ongoing uncertainty and external funding pressures.

Receiving a single year financial settlement appears to create complexity in the Council's ability to budget and plan accordingly. Members accept that a greater level of confidence and assurance is achievable should the government grant a longer funding plan to local authorities beyond the next financial year. Despite diminishing options, it was pleasing to hear of the commitment to achieve a balanced budget going forward without the use of reserves.

With escalating demand and cost pressures, accompanied with a previous reliance on one-off funding and grants, members acknowledge that without initial investment aimed to support and remodel our demand led services; this significantly hampers the Council's confidence and ability to set a balanced budget beyond 2023. Business as usual, without radical change, is clearly not a financially sustainable option for Tameside, with future budget gaps painting a bleak picture.

Scrutiny priorities remain aligned with the Council's Corporate Plan and whilst difficult at times to look beyond the health crisis, members have continued to keep abreast of more strategic measures for the borough in relation to social and economic issues. Future activity will continue to review and support work of the Executive to improve outcomes for residents while at the same time consider the range of efficiency requirements and delivering value for money.

This letter provides an account of discussions captured from the meetings and subsequent feedback received. Please do pass our thanks to the Assistant Director of Finance for the helpful summary, with a request for consideration to the points raised in the meetings prior to the budget report being finalised.

Members agree with key risk factors identified and overall budget fragility, with emerging pressures and limited options available to the Council when seeking to increase income beyond the rise in Council Tax. The income we generate from this remains low in comparison to other GM authorities based on housing stock and when taking account of proportionate local need. Members remain

concerned about added financial pressures place on vulnerable residents, including recent rises in food, fuel and household energy costs.

A point initially raised at the mid-year budget update was on clarity of the existing financial planning model and process by which directorates identify achievable savings. This includes the importance and ongoing role of Finance to ensure guidance, insight and learning forms part of the decision making process. This may be something that can align with invest to save initiatives and cost benefit analysis.

Further points added to this include learning from previous years with regard to overly ambitious savings targets and members keen to ensure future decisions are robustly costed and achievable without jeopardising service quality or requiring late or unplanned financial adjustments. There may be a need to review oversight, accountability and the importance of effective in-year budget monitoring, with a possible need for services to build in a contingency for increasing unit costs and external purchasing.

The development of a Transformation Team is welcomed and it is our understanding that this will operate as an accessible support function and enabler to directorates and services to review existing delivery methods and areas identified as having the ability to reduce spend. This cannot happen in isolation, with the team adding to existing methods and practice already in place. It was noted that initial attention of the team is on our statutory and demand-led services.

Upon reflection and based on the information presented, it is thought that the reference made to the role and responsibilities of the transformation programme could be made clearer to members and across the authority. The Council has faced significant financial challenges for a number of years now and while more can be done to ensure we harness intelligence and undertake effective benchmarking for key projects, it was difficult to interpret the level of reliance that appears to have been placed on this work.

Strategic, operational and budgetary responsibilities remain with each directorate and this appears to present an opportunity of creating greater internal cooperation and support methods not previously available. If understood correctly, the success of future savings does not sit as a direct responsibility of the Transformation Team to deliver, but more in the ability of the authority to provide a wider range of internal support mechanisms that are able to consider the impact of individual service decisions, both on outcomes for residents and budgets.

Improving outcomes for children and vulnerable residents remain a pressure and Scrutiny will continue to work with services to review the impact of sustainability projects. With a decision to provide Children's Services with a fully costed budget for the year ahead, to the extent of an additional £5 million, members are somewhat unsettled by the addition of a new £4 million savings target applied for 2022/23. While it is expected for demand to no longer grow exponentially, members are concerned that this is an extremely ambitious target and questioned whether past learning can be applied from examples where savings have needed to be re-profiled over a longer timeframe.

With added financial challenges also likely to be forthcoming in the provision of adult social care, discussion touched upon a range of options and known solutions, across Adults' and Children's Services regarding local accommodation and in-house care. Plans in this area have been noted for a number of years with what appears to be limited progress. Members are unclear of the ongoing investment needed in this area and whether this has been fully accounted for within budgets to ensure benefits are achievable, non-more so than outcomes for children and adults receiving the right support in the right settings.

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. Where necessary, Scrutiny will remain mindful of any

associated financial implications and look to introduce financial planning and sustainability aspects within the review process.

Scrutiny members support transparency of budget conversations and request that a mid-year financial update remain in place going forward. The information presented will inform work programme priorities where appropriate.

Yours sincerely,

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

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

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Scrutiny Activity 2021/22

The table below provides a summary of Scrutiny activity and oversight carried out during 2021/22. This includes updates to seek assurances on service provision and outcomes.

Figure 2: Summary of Scrutiny activity and oversight (March 2021 to January 2022)

Place and External Relations	Integrated Care and Wellbeing
<ul style="list-style-type: none"> • HMIC inspection of GMP • Climate change and improving the local environment • Economic impacts of Covid-19 • Tameside Cultural Offer and Strategy • Homelessness and Housing • Digital Offer and Delivery • Response to Community Safety Strategy consultation • Corporate Performance Scorecard • Mid-year Budget Update 	<ul style="list-style-type: none"> • Health Improvement Service • Health and Care Bill • Children’s Services – Ofsted focused visit • Mental Health (Access and Crisis) • Adult Services • Tameside SEND inspection • Assurance review of LGSCO focus report – Domestic Abuse • Corporate Performance Scorecard • Mid-year Budget Update <p><u>Children’s Working Group</u></p> <ul style="list-style-type: none"> • Fostering marketing and recruitment • Children’s Services Improvement Plan

In-depth review

The following reviews carried out during 2021/22:

Place and External Relations Scrutiny Panel - review completed on Homelessness and Housing. Report and Executive Response presented at the joint meeting of Cabinet and Overview Panel on 9 February 2022.

Integrated Care and Wellbeing Scrutiny Panel - review activity commenced on Mental Health (Access and Crisis). Interim report and findings presented at the joint meeting of Cabinet and Overview Panel on 9 February 2022. The review will continue to the next municipal year.

The Children’s Working Group has remained in place as a fixed sub-group of the Integrated Care and Wellbeing Scrutiny Panel. The group has received updates on:

- Fostering marketing and recruitment
- Children’s Services Improvement Plan

Budget Consultation

Scrutiny Panels received a mid-year budget update at the panel meetings held on 7 and 9 September 2021. The Executive Member for Finance and Economic Growth 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.

All Scrutiny Panel members were invited to attend one of two annual budget briefing sessions held on 17 January 2022. This follows on from a mid-year budget position update received in September 2021. The independence of Scrutiny enables members to seek assurances on budget planning, process and priorities for 2022/23 and beyond. It is also appropriate for budget priorities to inform future Scrutiny activity and work programmes. A response letter of the Scrutiny Chair sent to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer.

Local Government and Social Care Ombudsman (LGSCO)

Scrutiny continues to review decisions and focus reports published by the Ombudsman. The aim is to ensure learning opportunities be shared with services in a timely manner and for a formal response and/or position statement to be returned to the appropriate Scrutiny Panel within agreed timescales.

It will remain important to ensure that the subject matter is appropriate, proportionate and can add value. Work in this area has progressed well, with the plan to ensure responses be reported to Overview Panel at the earliest opportunity. Activity informed by recent LGSCO focus reports listed below:

- Focus report – HELP! Learning to improve council services for domestic abuse victims (published November 2021).
 - A response of the Executive Member (Health, Social Care and Population Health) and Interim Director of Population Health, received January 2022. The focus report and response tabled in a separate report to the joint meeting of Cabinet and Overview Panel on 9 February 2022.

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Economy	Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery	7.40%	9.70%	9.10%	Q1 2021/2022	↑	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery
		Improve school readiness	V2	% achieving a 'good' level of development	65.7%	66.90%	71.80%	2019	↑	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	85.2%	84.1%	86.9%	2020	↓	90%	All young people going into/remaining in further education after KS4
		Children attending 'good' and 'outstanding' schools	A2	% Primary schools 'good' & 'outstanding'	89.50%	88.20%	88.10%	Ad Hoc	↑	95%	All children attending a good or outstanding primary school
			A3	% Secondary schools 'good' & 'outstanding'	66.70%	66.70%	77.40%	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)	7.92	7.79	7.71	2020/2021	↓	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 2021/2022	↓	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'	5%	50%	N/A	Q2 2021/2022	↑	50%	All Children Social Care audits rated good or outstanding
	Work Skills & Enterprise	Increase median resident earnings	W1	Median Annual Income	£25,825	£27,706	£31,490	2021	↑	£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	25,776 (Oct 2020)	25,706	N/A	Oct-21	↓		
		Increase the number of people earning above the Living Wage	W4	Universal Credit Recipients in Employment	38.1% (Sep 2020)	39.0%	40.5%	Sep-21	↑		
		Increase number of enterprise / business start-ups	W5	New enterprises (percentage of total businesses)	12.66%	12.27%	12.12%	2020	↓	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses
			W6	Business Rate Taxbase: Total Rateable Value	£148,235,884 (Aug-21)	£148,594,042	N/A	Nov-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 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
	Environment	Improve air quality	W12	Households Receiving Council Tax Support	18,112 (Nov 2020)	17,795	N/A	Nov-21	↓		
			I1	Particulate Matter Pollution in the Air (PM2.5, ug/m^3)	9.70	7.60	7.54	2020	↓	6	Air quality to be good and at least be in line with the UK average
Environment	Increase the number of net additional dwellings	I2	Territorial Carbon Dioxide Emissions (kilotonnes)	849.92	810.10	879.27	2019	↓			
		I3	Trees Planted Annually	6749	15000	N/A	2020/2021	↑			
Environment	Increase the number of net additional dwellings	I4	Net Additional Dwellings per 10,000 Residents	20.93	16.2	38.3	2020/2021	↓			
		Targets to be agreed									

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets			
										Apr 2025	Apr 2030		
Great Place - Ian Saxon / Vibrant Eccles	Living Well	Infrastructure and E	I5	New Affordable Homes per 10,000 Residents	8.51	2.51	9.2	2020/2021	↓		Targets to be agreed		
			I6	Maximum Mean Download Speed	56.9	60.4	71.2	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	42.0%	27.4%	34.5%	2019/2020	↓	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		
	Ageing Well	Nurturing Communities	Reduce victims of domestic abuse	N1	Rate of PPIs per 1000	25.2 (Q1 2020/21)	25.2	N/A	Q1 2021/2022	↔	25.1	Tameside has low rates of domestic abuse	
				Reduce the number of rough sleepers/homelessness	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	7.74	7.43	7.38	2020/2021	↓	8.5	Maintain mean life satisfaction at 8.5
				Improve satisfaction with local community	N5	Deaths due to suicide- rate per 100,000	9.4	8.3	10.4	2018-2020	↓		
					N6	IAPT Referrals	10,465	8,325	N/A	2020/2021	↓	12383.4	Everyone has access to good quality mental health services
			Covid-19 Impact and Recovery	N7	Food Bank Enquiries	100 (WC Oct 2020)	62 (WC Oct 2021)	N/A	Oct-21	↓			
				N8	Placements in Emergency Temporary Accommodation	557	510	N/A	2020/2021	↓			
				N9	Domestic Abuse Incidents reported to Children's Services	163 (Oct 2020)	253	N/A	Oct-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)	148 (WC Oct 2021)	N/A	Oct-21	↓			
	Longer & Healthier Lives	Improve the wellbeing of our population	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, Residents 18+)	89.6% (5th Aug)	90.3% (25th Nov)	94.9% (25th Nov)	Ad Hoc	↑			
			L3	Covid-19 Bed Occupancy - ICFT	8% (10th Aug)	13% (23rd Nov)	N/A	Ad Hoc	↑				
L4			Happiness ratings (average)	7.39	7.13	7.31	2020/2021	↓	7.52	Maintain mean happiness ratings above 8			
L5			Prevalence of smoking, 18+. Survey Data	17.0%	18.2%	13.9%	2019	↑	11%	Tameside and Glossop are smoke free areas			
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	↑					
L8			CQC Audit Results: % good or outstanding	94.3%	97.1%	N/A	Ad Hoc	↑	100%	All GP practices to be rated good or outstanding by CQC			
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	5.6	8.8	5	2018-2020	↑	4	Drug misuse rates and low and support is available			
		Increase the number of people helped to live at home	ID1	Funded 65+ in residential/nursing homes per 100k	644.6	620.4	498.2	2020/2021	↓	585.6	Only those in most in need access residential/nursing care at the right point for them		

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Independence & Dignity in Older Age		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% (Dec 2020)	79.80%	N/A	Dec-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	5660	5965	N/A	Q2 2021/2022	↓	7500	All people are supported to remain in the community
		Covid-19 Impact and Recovery	ID6	Contacts Made to ASC	695 (Oct 2020)	602	N/A	Oct-21	↓		
			ID7	Open ASC Provisions	4861 (Oct 2020)	4735	N/A	Oct-21	↓		

* Where available data will be provided at the Tameside & Glossop level for health related indicators. Data as of 3rd December 2021.

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