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Dear Cllr Wilkinson

Tameside Strategic Partnership: PMF 2004 Final Feedback Report

I enclose a copy of the final report prepared by the Government Office giving feedback on your Performance Management Framework. This report has also been sent to the NRU. I am grateful to you and your partners for all the work that you have put into the PMF.

I think it may be helpful to say something about the feedback report and the PMF process. The attached feedback report should not contain any surprises, although it may differ slightly from the earlier draft version, which we have circulated to your LSP co-ordinator. This is because it reflects more fully the assessment of the Government Office as whole rather than just the neighbourhood renewal team. I hope that it summarises satisfactorily the progress your partnership is making and the issues it is taking forward. Ultimately it is GONW's assessment, made in good faith on the evidence provided and drawing on expertise within GONW and other bodies, such as Strategic Health Authorities.

Inevitably the traffic lights reflect an assessment of the challenges faced by the LSP, the progress made and the risks to future delivery in relation to the neighbourhood renewal agenda (and particularly floor targets) rather than LSP activity across the board. We have already shared the assessment criteria with your LSP co-ordinator.

You will see that your partnership has received a green traffic light overall. This reflects in particular:

- the progress made in narrowing the gap with the majority of floor targets, notably those in Education and Crime;
- that your performance management systems are recognised nationally as been well embedded throughout the family of thematic groups;
- the introduction of partnership agreements;
- the alignment of aims, plans and performance measures across the wider partnership.

The performance management process is not an inspection and should not be seen as such. It is a way of helping us regionally and the NRU nationally to identify where support might be best focused by area and by theme. We hope to use it to develop proposals for Action Learning Set activity and peer



mentoring within the region alongside specific support from Neighbourhood renewal Advisers. We will be talking more about this at our next LSP network event on 23 September (details have been circulated to LSP co-ordinators separately).

We are not publishing individual feedback reports; they are being shared only with you and the NRU. We have always promoted the traffic lights as a tool for internal working within GONW and the NRU and would prefer them not to be publicised. We would also ask you to avoid using phrases such as “..LSP has received the highest possible rating”. Clearly we can have no objection to your LSP publicising its achievements but we suggest using specific local examples of progress rather than traffic lights. The NRU will be undertaking an evaluation of all 87 feedback reports nationally with a view to publishing the main messages and learning points later in the year.

Next Steps

PMF does not stop here. Our expectation is that you will be able to build upon the PMF process and that it will strengthen your arrangements for monitoring progress and evidencing improvements in delivery on the ground. With that in mind I would be grateful if you could let me know by the end of September what arrangements your partnership has in place to monitor its Improvement Plan – the Government Office will wish to be part of that ongoing monitoring process.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P. C. Styche', with a long horizontal flourish extending to the right.

Peter Styche
Director, Communities Group

**Name of LSP: Thameside Strategic Partnership
GO Performance Management Report, Annual review 2003/04**

LSP Risk Assessment – GREEN

Review Delivery – Health	Traffic Light Assessment – AMBER/GREEN
<p>Strengths (to include progress towards targets)</p> <p>There is a good engagement with the PCT who are well represented at board level and also now with the NR partnerships in Ashton and Hattersley.</p> <p>Although not a national floor target the performance in relation to conception rates for u-16 girls has significantly improved and Thameside are now comparable to the English average. This rate of improvement is expected to further increase between 2002-04.</p> <p>A target of 50% reduction in overall KSI in road traffic incidents against a national target of 40% has been set. However, it is not yet clear whether their target for 2003/4 of 88 KSI has been met.</p>	<p>Issues to be addressed</p> <p>Thameside are unlikely to meet to the floor targets for life expectancy and teenage conception rates for u-18's. The revised Health Inequalities Strategy, with its built in performance monitoring process, should address this.</p> <p>The Health Partnership Board will focus on the root causes of ill health and will provide a greater focus on health improvement by addressing;</p> <ul style="list-style-type: none"> • Supporting families, mothers and children. • Engaging Communities and individuals • Preventing illness and providing effective treatment and care • Addressing the underlying determinants of Health.

Review Delivery – Education	Traffic Light Assessment - GREEN
Strengths (to include progress towards targets)	Issues to be addressed
<p>The borough of Tameside as a whole has virtually caught up with KS2 floor target for English and they remain on a par with the floor target for Maths.</p> <p>Rates of improvement at Key Stage and GCSE results in the recent years have been higher than the national average. The gap of pupils achieving 5+ GCSEs A*-C is 5.3% which is the lowest for a number of years. Performance at KS3 saw Tameside as the most improved LEA in 2003.</p> <p>Unauthorised absence in secondary schools has fallen to the second lowest in the country due in part to the Round 1 LPSA.</p> <p>Exclusions have fallen by two thirds in the last 4 years and is now practically half the national rate.</p>	<p>The disparity in performance of NRF areas compared with the rest of the borough is being addressed as one of the central targets of the Round 2 LPSA</p>
Review Delivery – Employment	Traffic Light Assessment – GREEN
Strengths (to include progress towards targets)	Issues to be addressed
<p>Representation from the private sector is extremely strong.</p> <p>Job Centre plus are a keen participant of the partnership and have introduced a new way of working with One Stop Shops in Ashton and Hattersley initially co-funded with NR/NMP funding. There is an early indication that this will now be mainstreamed.</p>	<p>Although improving the average household income remains low in comparison to the GM average.</p> <p>Transport links to areas of high employment need strengthening in particular to and from Stockport.</p>

Review Delivery – Crime	Traffic Light Assessment – GREEN
Strengths (to include progress towards targets)	Issues to be addressed
<p>The Crime and Drugs partnership has become far more integrated over the last few months - a formal merger has recently taken place. Tameside are currently putting in place a neighbourhood-based approach to policing/ neighbourhood patrollers (funded mainly via LA mainstream budgets).</p> <p>The recent reductions in crime have been very encouraging, well above the regional performance and better than the Greater Manchester averages. The recent Best Value Inspection has praised the Council's approach to tackling crime.</p> <p>Secured by design Car Parks, Valuable on View Initiatives and Automatic Number Plate Recognition has helped reduce vehicle crime by 21%</p> <p>The CDRP does see itself as crucial to the delivery of the community strategy. However, as with a number of others, it sees most of the delivery being via the current structure, which has wide representation from key agencies including health, education etc.</p>	<p>The annual rates of domestic burglary have risen in recent years to high of 41.1/1000 in 2002/03. Attention has been paid to this area and audited figures for 2003/04 shows a considerably fall. The continued development of the National Intelligence Model will provide an early warning system enabling interventions to be put in place at an earlier stage.</p> <p>The perception of crime remains a concern but the CDRP is looking at initiatives to address this.</p>
Review Delivery – Housing	Traffic Light Assessment – GREEN
Strengths (to include progress towards targets)	Issues to be addressed
<p>The Housing Partnership plays an active role on TSP.</p> <p>The entire LA housing stock was transferred some time ago to New Charter Housing and its stock as that of the other RSL housing stock is on target to meet the Decent Homes target.</p> <p>Manchester City Council still retain a small number of stock which they working to transfer and when this happens this stock will moved toward the target.</p>	<p>The completion of the stock transfer in Hattersley remains a key priority and indications of a successful transfer are high with the support of English Partnership delivering £22m of investment into the process.</p> <p>It has been highlighted in the CURS Report on changing housing markets in the NW that Tameside has the 5th most “at risk” homes in the region – the highest in GM outside the 4 HMR pathfinders. That and the two bordering pathfinder project authorities means that detailed monitoring of housing markets in Tameside will be a vital task to ensure that fragile housing markets are not undermined by the transformation changes being made around them. This forms a central plank of the Tameside Housing Strategy.</p>

Partnership Management	Traffic Light Assessment – GREEN
Qualitative aspects, including Validation, Review of Partnership Working and NRF Spend	
Strengths (to include progress towards targets)	Issues to be addressed
<p>TSP is taking part in an ODPM sponsored learning set about Performance Management. In it they are cited as a good example of a partnership aligning aims, plans and performance measures across the family of partnerships.</p> <p>All partners and stakeholders are fully participative in this approach to performance management. In a recent corporate assessment by the Audit Commission Tameside MBC's PMF and that of the LSP was considered a "rigorous and cohesive" framework. Performance is monitored through the Quality of Life in Tameside document.</p> <p>It was highlighted in the most recent Audit inspection letter that the Tameside LSP was one of the strongest in the Region.</p> <p>TSP are currently undertaking a review of the Community Strategy and LNRS which will see NRF given to each of the theme groups to commission interventions.</p>	<p>Although seen as an on-going piece of work the protocol with the CEN is yet to be in place.</p> <p>It would be useful to indicate what, how and why TSP are doing in terms of interventions and activities as well as indicating their performance against floor targets – demonstrating what works.</p>
Improvement Planning	Traffic Light Assessment – GREEN
Strengths (to include progress towards targets)	Issues to be addressed
<p>The IP produced is one that was developed post the partnership away day in December 03. The majority of the priorities in it have now been achieved. A new IP will be introduced later in the year.</p>	<p>It would be helpful if the IP had identified milestones and the resources required to achieve the improvements identified – when the new IP is produced these will be included.</p>

Overall LSP Performance	Traffic Light Assessment - GREEN
Strengths (to include progress towards targets)	Issues to be addressed
<p>Progress is been made at narrowing the gap with the majority of floor targets. Excellent partnership working is clearly demonstrated. The introduction of partnership agreements. Baseline information particularly strong (Quality of Life in Tameside). Good use of NRF. A willingness to share good practice and learn from others.</p>	<p>Finalise production of the LSP guide (who, what, why)</p> <p>Continue with the series of Community Strategy updates - what has been done and how.</p> <p>Revisit partnership agreements</p> <p>Start preparation for the new Community Strategy post 2006.</p> <p>Continue to develop effective communication across the thematic partnerships, building from the recent improvement.</p>

LSP Summary – please include reasons why overall assessment has been arrived at
<p>TSP is a strong partnership, which has a good buy in from a wide range of partners and key stakeholders. Its Performance Management systems are recognised nationally as been particularly well embedded throughout the family of thematic groups. It is effectively chaired and well managed by a small LA team.</p> <p>The Quality of Life in Tameside document used to monitor the Community Strategy, produced by the LA's policy department, is an impressive and a well-received document. The partnership is committed to continuous improvement and in the year has introduced 2 vice chairs of the partnership, thematic partnership agreements, produced newsletters, made effective use of their website and has moved board meetings around the borough.</p>