

OVERVIEW PANEL

Day: Monday
Date: 29 July 2019
Time: 2.00 pm
Place: Tameside One, Market Square, Ashton-Under-Lyne, OL6 6BH

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Panel.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of the Panel.	
3.	MINUTES The Minutes of the meeting of the Overview (Audit) Panel held on 12 November 2018 to be signed by the Chair as a correct record.	1 - 2
4.	SCRUTINY UPDATE To consider a report of the Director of Governance and Pensions.	3 - 14
5.	SCRUTINY WORK PROGRAMMES To consider a report of the Director of Governance and Pensions.	15 - 18
6.	QUALITY OF TAMESIDE CARE HOMES To consider a report of the Chair to Integrated Care and Wellbeing Scrutiny Panel.	19 - 28
7.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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OVERVIEW PANEL

12 November 2018

Commenced: 2.00 pm

Terminated: 2.15 pm

Present: Councillors Ricci (Chair), J Homer (Deputy Chair), Bailey, Bell, Buglass, Fairfoull, Glover, Kitchen, Peet and Warrington

In Attendance:

Steven Pleasant	Chief Executive
Sandra Stewart	Director of Governance and Pensions
Tom Wilkinson	Assistant Director of Finance
Simon Brunet	Policy Manager

Apologies for Absence: Councillor T Smith

19. DECLARATIONS OF INTEREST

There were no declarations of interest.

20. MINUTES

The Minutes of the meeting of the Overview (Audit) Panel held on 10 September 2018 were agreed and signed as a correct record.

21. SCRUTINY UPDATE

The Assistant Director (Policy, Performance and Communications) submitted a report that summarised the work that had been undertaken by the Council's two Scrutiny Panels for the period September to November 2018, which was outlined as follows:-

- The Integrated Care and Wellbeing Scrutiny Panel had signed off a formal response to the consultation for Over the Counter Medicines, as appended to the report, and received information on the Quality of Tameside Care Homes during the September meeting. Councillor Ryan, Executive Member (Children and Families), and Richard Hancock, Director of Children's Services, had attended the November meeting to present information on the Ofsted monitoring visit. A Children's Working Group was established for the remainder of the 2018/19 municipal year to consider matters relevant to Children's Services and Education and the membership and terms of reference was appended to the report. The Scrutiny Panel received a presentation on Welfare Reform and it was confirmed that the review of Suicide Prevention had concluded and the report would be brought to the next meeting of the Overview (Audit) Panel.
- The Place and External Relations Scrutiny Panel had received a presentation from David Moore, Director of Growth and Ade Alao, Head of Investment and Development, on Business Growth, and had also received a follow-up on Air Quality at the September meeting. During the November meeting the Panel met with Councillor Bill Fairfoull, Deputy Executive Leader, and Tom Wilkinson, Assistant Director of Finance, to receive information on Tameside procurement arrangements and a presentation was delivered on Welfare Reform. Plans were confirmed for activity to be undertaken in relation to air quality in Tameside and local ambitions, to complement the work of the GMCA and TfGM.

The Panel were informed that Members of the Scrutiny Panels were sent monthly emails to raise awareness to a variety of materials to support their scrutiny role and ensure they had the opportunity to contribute and share any open consultations and engagement exercises. The emails also contained links to Greater Manchester Priorities and the work of the Combined Authority Scrutiny Panels. The September and October email were appended to the report and considered by the Panel. Members commented that the emails were useful and informative and were proving to be an invaluable tool for scrutiny.

It was confirmed that in relation to the external training sessions delivered by North West Employers for Scrutiny Panel members in August and September, the two Chairs of the Scrutiny Panels had held a further session to update those Councillors who had been unable to attend either training session. The Chair and Panel Members expressed their disappointment that only three of the seven Councillors had attended this additional session and reiterated the importance of all Scrutiny Panel members being trained in order to undertake their role and fulfil their responsibilities.

RESOLVED:

That the content of the report be noted.

22. URGENT ITEMS

There were no urgent items.

Report To:	OVERVIEW PANEL
Date:	29 July 2019
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Dobson, Assistant Director – Policy, Performance and Communications
Subject:	SCRUTINY UPDATE
Report Summary:	To receive for information, a summary of the work undertaken by the Council's two Scrutiny Panels for June and July 2019.
Recommendations:	That Overview (Audit) Panel are asked to note the content of the report and summary of scrutiny activity. All related documents can be viewed within the appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's corporate priorities. Scrutiny activity seeks to support effective decision making and priorities across Tameside.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Borough Treasurer)	There are no direct financial implications as a result of this report. Any costs incurred by the Scrutiny Panels must be met from existing budgets.
Legal Implications: (Authorised by the Borough Solicitor)	Overview and scrutiny committees were established in English and Welsh local authorities by the Local Government Act 2000. They were intended as a counterweight to the new executive structures created by that Act (elected mayors or leaders and cabinets). Their role was to develop and review policy and make recommendations to the council. Today, the legislative provisions for overview and scrutiny committees for England can be found in the Localism Act 2011. Those for Wales are in the Local Government (Wales) Measure 2011, and those for Northern Ireland are in the Local Government Act (Northern Ireland) 2014. There are no legislative provisions for overview and scrutiny in Scotland, though many Scottish local authorities do operate scrutiny committees alongside executive structures. Local authorities also manage processes of 'external scrutiny', where their committees look at issues which lie outside the council's responsibilities. In England, specific powers exist to scrutinise health bodies, crime and disorder partnerships, and Police and Crime Commissioners. Combined authorities are also required to establish overview and scrutiny committees.
Risk Management:	Regular updates to Overview (Audit) Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:



Telephone: 0161 342 2199



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

1. INTRODUCTION

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

2.0 SCRUTINY ACTIVITY

- 2.1 Scrutiny in practice remains mindful of the suitability and appropriateness of timings with regards to the impact and value of planned activity. This includes the selection and order of topics and updates to be received during the year. The annual work programmes and priorities were agreed at the June meetings and this coincides with consultation activity for which a valued response and input can be achieved. The tables below provide a summary and chronology of scrutiny activity.

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

INTEGRATED CARE AND WELLBEING	
13 June 2019	25 July 2019 (*Planned)
<ul style="list-style-type: none">Panel members agreed a list of topics and future priorities in developing the annual work programme.The Chair confirmed that the fixed Children's Working Group will remain in place for 2019/20. Terms of reference and membership agreed, APPENDIX 2.The Panel received the Quality of Tameside Care Homes report, which concludes activity undertaken during 2018/19. The report and Executive Response to be presented at the next meeting of Overview (Audit) Panel on 29 July 2019.Update and discussion on new statutory scrutiny guidance, published on 7 May 2019.	<ul style="list-style-type: none">The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); and Richard Hancock, Director of Children's Services, to receive:<ul style="list-style-type: none">Update on Children's Services improvement and outcomes from the recent Ofsted inspection.Overview of current arrangements for the recruitment and retention of foster carers in Tameside, to inform future activity.The Panel to review options to submit a formal response to the national consultation currently open on 'support for victims of domestic abuse in safe accommodation.'

PLACE AND EXTERNAL RELATIONS	
11 June 2019	30 July 2019 (*Planned)
<ul style="list-style-type: none">Panel members agreed a list of topics and future priorities in developing the annual work programme.	<ul style="list-style-type: none">The Panel to meet Nicola Turner, Interim Head of Development and Investment; and John Hughes, Housing Growth Lead to receive an update on the Housing Strategy and improving quality and standards within the

<ul style="list-style-type: none"> • The Panel met Gary Mongan, Regulatory Services Manager, to receive a specific update on Greater Manchester Clean Air Proposals and Conversation. The Chair to draft a formal response to the conversation on behalf of the panel, to include discussion points and areas of concern. • Update and discussion on new statutory scrutiny guidance, published on 7 May 2019. 	<p>private rented sector, to inform future activity.</p> <ul style="list-style-type: none"> • To receive the Panel's formal response to the Greater Manchester Clean Air Conversation, submitted on 26 June 2019, APPENDIX 1.
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*Papers for Overview (Audit) Panel published in advance of the July meetings.

Statutory Scrutiny Guidance

- 2.2 The House of Commons Communities and Local Government Committee published a report on 15 December 2017, which followed an inquiry into the 'Effectiveness of Local Authority Overview and Scrutiny Committees'. The report recommended that the government update the statutory guidance to take account of the evolving role.
- 2.3 While somewhat delayed, the new guidance was published on 7 May 2019. A summary of which formed part of the June meeting papers, with time allocated for members to review key messages to inform local practice going forward, **APPENDIX 4**. A number of positive comparisons were made to the way scrutiny activity is planned and delivered in line with the national guidance.
- 2.4 The published guidance is available to view at: <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

Keeping Scrutiny Members Informed

- 2.5 All Scrutiny Panel members receive a monthly update email, with the purpose to raise awareness to a variety of materials to support their role, provide access to scrutiny resources and provide the ongoing opportunity for councillors to contribute and share any open consultations and engagement exercises. This will continue to include a wide variety of topic areas for consideration.
- 2.6 The update email also includes links to Greater Manchester Priorities and the work of the Combined Authority Scrutiny Panels. This email provides a further opportunity to inform members how the work of scrutiny is shared and reported within the Council. The most recent update was sent in June 2019, **APPENDIX 3**.

3.0 RECOMMENDATIONS

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

Clean Air Greater Manchestercleanairgm@aecom.com**Chair of the Place and External Relations
Scrutiny Panel****Councillor Mike Glover**

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

Email: mike.glover@tameside.gov.uk
Phone: 0161 342 2199
Ask for: Paul Radcliffe
Date: 26 June 2019

To whom it may concern,

Clean Air Conversation

I write on behalf of Tameside Council's Place and External Relations Scrutiny Panel. The Panel has remained suitably informed of the mandate to improve air quality across Greater Manchester, the development of an Outline Business Case and the Clean Air Conversation that is now taking place to inform proposals prior to public consultation.

The Scrutiny Panel seeks to submit a formal response to the Clean Air Conversation, which closes on 30 June 2019. This letter therefore aims to provide a summary of collective discussion points and to express any issues and concerns raised by panel members. I would be extremely grateful if on receiving this letter you are able to take the appropriate action to ensure the collective response is suitably recorded and submitted to the conversation.

Air quality exceedances identified across Greater Manchester's highway network have propelled the health related impacts of traffic pollution to the forefront of the local, regional and national agenda. Challenging decisions undoubtedly lie ahead with the introduction of a Clean Air Zone (CAZ). Panel members are fully supportive of the approach taken to tackle this head on as a region. We need to be bold and ambitious by reaching further than the mandate and for Greater Manchester to quickly reduce the number of deaths with poor air quality as a contributing factor.

Members are particularly aware of the relatively short timescales imposed when considering the need to raise general awareness and to support sustainable behaviour change. I have listed some of the main points below, which are to be viewed as individual responses from members, under the collective of Tameside's Place and External Relations Scrutiny Panel.

- The Panel is supportive of the proposed boundary of the CAZ and the need for this to become a concern for all boroughs, all businesses and all residents within Greater Manchester.
- The motorway network is a significant contributing factor to air quality exceedance in Tameside. With some of the poorest air quality identified in close proximity to motorway junctions. It appears difficult to evidence why the Government has made the decision not

to mandate Highways England and the pressure this now places on local authorities to resolve issues outside of their direct influence or control.

- Consider the trunk roads and motorways that pass through Tameside, with current proposals to provide non-compliant vehicles with the leniency to drive through the borough, often as part of a longer journey, without being subject to a daily penalty.
- There are risks associated with the exemptions being granted to major trunk roads, with the potential for increased congestion and increased air quality exceedance.
- In order for Greater Manchester to support local business and deliver a truly effective CAZ, the Government must allocate the required funding levels and access to financial support.
- Identify the current level of non-compliant vehicles across the conurbation entering Phase 1 of the CAZ. Insight required to the purchase and lease methods of small and medium enterprise to prevent the CAZ imposing additional financial pressures resulting in businesses needing to relocate or downsize.
- Increase the level of direct engagement with businesses to ensure their views are effectively captured within the proposals and planned consultation. There is a significant need to increase responses from those impacted the most, as a percentage of total responses.
- Explore further options regarding the daily penalty charge for non-compliant vehicles entering the CAZ. A reduced daily penalty charge with phased increases. For example, daily penalty charges of £5 (Taxi / Private Hire) and £50 (Buses / HGV) to increase by 50% every 6 months up to Phase 2 and subject to review in 2023.
- As of June 2019 more than 80% of taxi and private hire vehicles in Tameside are non-compliant to meet the proposed CAZ emission standards. While technology and the demand for cleaner vehicles are growing, it is not expected to reach the majority of taxi and private hire vehicles by 2021. The consultation on Common Minimum Standard for Taxi and Private Hire Vehicles is welcomed, with a need to ensure consistent licensing measures are introduced across Greater Manchester.
- If national bus operators are able to access funding to upgrade or retrofit vehicles, there is a need to ensure all vehicles remain within the Greater Manchester network.
- Remain focused on improving the public transport network in Greater Manchester and impact of wider pollutants. To include accessibility; the need for 'one ticket' to incorporate travel across the bus, tram and train network; route planning and concessions. This is an essential part of allowing residents to make better transport choices in the long-term.
- That local authorities are further encouraged to work with key partners such as Hospital Trusts, Registered Social Landlords and Clinical Commissioning Groups to communicate the sectors commitment to improving air quality within organisational logistics and procurement. Options for more case studies of behaviour change within the wider media.
- Develop key messages to reassure the public that this not a money making exercise and that any additional funds (in excess of operating costs) will be re-invested in Greater Manchester.

If further clarity is needed on any of the above points, please do not hesitate to contact me.

Yours faithfully,

Councillor Mike Glover
Chair – Place and External Relations Scrutiny Panel

CHILDREN'S WORKING GROUP – 2019/20

TERMS OF REFERENCE

RATIONALE

The Children's Working Group is instructed as a fixed sub-group of the Integrated Care and Wellbeing Scrutiny Panel for 2019/20. The group will have a specific remit to consider matters relevant to Children's Services and Education.

Seeking the lived experience and wishes of children and young people about the services they receive must be an active driver for decision-making and service development. The group will look to ensure that there are sufficient and adequate mechanisms in place to encourage participation, with the aim to inform service delivery.

To do this the working group will meet with stakeholders, review existing documentation and assess a range of information and evidence. The group does not make decisions about service provision but will provide comment and recommendations to support services in capturing the views and experiences of children and young people.

SCOPE & OBJECTIVES

The scope and objectives of the Children's Working Group are to:

- Create a fixed membership to include elected members from the Integrated Care and Wellbeing Scrutiny Panel, co-opted young people and co-opted adults.
- Seek to identify and establish a working list of topics for consideration.
- Deliver statutory functions when educational matters are considered.
- Promote 'critical friend' challenge to the improvement process.
- Ensure young people and adults feel safe and able to voice any concerns.
- Encourage broader participation opportunities for young people.
- Review the variety of methods available for residents and young people to communicate their views.
- Ensure that Children's Services continue to use the findings from participation and engagement in strategic and operation improvement, as well as in individual case decisions.
- To encourage participation to a range of local and regional consultations.

OVERSIGHT AND REPORTING

The Chair of the Integrated Care and Wellbeing Scrutiny holds responsibility for the oversight and approval of activity undertaken by the Children's Working Group. The working group is to be chaired by the Chair of the Scrutiny Panel.

The Children's Working Group will establish a work pattern whereby every meeting will have set objectives and measured outcomes, in the form of a response paper or letter. Findings and actions from the meeting will be tabled and presented at the next available meeting of the Integrated Care and Wellbeing Scrutiny Panel, for information and sign off. To prevent any delay in reporting, all findings and papers will be shared directly with the Chair of the Integrated Care and Wellbeing Scrutiny Panel prior to submission.

STATUTORY ROLES

As part of the Children Act 1989 it is the duty of the authority in its care of children and young people, to listen to and base improvements on the wishes and feelings of children and young people on matters that affect them. A further statutory requirement for the Integrated Care and Wellbeing Scrutiny Panel is to include co-opted representatives when dealing with educational matters.

ACTIVITY

The Children's Working Group will:

- Ensure that designated groups and networks for children and young people are being listened to and adequately supported to have their voice heard on a strategic level. This includes testing whether individuals and groups are being listened to by the bodies responsible for implementing change.
- Ensure that the voice and lived experiences of young people are acted upon on an individual level. To include examination of how this is evidenced across Children's Services and Educational services.
- Include evidence from external challenge mechanisms and regulators, for example complaints; whistleblowing; Serious Case Reviews; examples of respectful challenge and judicial reviews.
- Benchmark new and innovative ideas for gathering the experience of residents and young people at strategic and operational levels.

MEMBERSHIP

The membership of the working group is:

- Cllr Teresa Smith (Chair)
- 6 x Councillors from the Integrated Care and Wellbeing Scrutiny Panel.
- Co-opted young people
- Co-opted adults (to include Roman Catholic and Church of England representatives as set out under the provisions of the Local Government Act 2000).

MEETINGS

There will be four fixed meeting dates for the 2019/20 municipal year, to be held on a Thursday with a start time of 6pm and to last no longer than 2 hours. The group will meet in private, as is standard for a scrutiny working group.

The group may hold additional meetings when deemed appropriate for the subject being considered.

June 2019

Welcome to the June 2019 Scrutiny Update.

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

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

Open Consultations

What Matters To You 2019 (Local) – During summer 2018 the Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group) took part in the NHS England “What Matters to You” (WMTY) Campaign where individuals, and groups across Tameside and Glossop were encouraged to tell us what matters to them in terms of the health and social care they receive in their local area.

It is a nationwide effort that takes place every year where as many people as possible are invited to have a meaningful conversation about the things that are important to them when it comes to health and social care services. Once again, members of the public can comment using either the [online form](#), or pre-paid postcards which are available in a number of locations including GP surgeries, libraries and Children’s Centres for people to complete and return. Closing date: **31 July 2019**.

Wheelchair Survey (Regional) - GM Health & Social Care Partnership is conducting a Wheelchair review of both Adults and Children’s services across GM. There is currently a lot of variation in the wheelchair services causing inequality and poor provision in some parts of GM. Closing date: **28 June 2019**.

Greater Manchester Clean Air Proposals (Regional) – Greater Manchester is working to tackle air pollution. Unless something is done, roads across Greater Manchester will continue to have dangerously high levels of pollutants, which can contribute to a wide range of illnesses and health conditions. A series of government-funded schemes are to help Greater Manchester HGV, bus and coach, taxi and private hire vehicles upgrade to cleaner vehicles. The Clean Air Plan will be developed in more detail in the coming months and the public are invited to comment to help shape the proposals. Closing date: **30 June 2019**.

National Engagement and Consultations

There are currently a number of pieces of work being led by government departments and agencies that you may wish to take part in. For further information and to have your say please follow the relevant links below:

Changing Places Toilets - This consultation seeks views on how the government can increase provision of Changing Places toilets in specific new, large buildings commonly used by the public,

as well as those undergoing building works. Changing Places toilets meet the needs of people with profound and multiple learning disabilities, as well as people with other physical disabilities. Closing date: **21 July 2019**.

[Consultation on a new Rent Standard from 2020](#) – A new Rent Standard is proposed to be introduced from April 2020. It applies to private registered providers, local authority registered providers, tenants, lenders and anyone who has an interest in social housing. The Regulator of Social Housing are consulting on expectations such as rules on social rent (including fair rent); rules on affordable rent and movement between different types of rent. Closing date: **30 July 2019**.

[Support for victims of domestic abuse in safe accommodation](#) - This paper seeks views on the government's proposals for a new approach to support victims of domestic abuse and their children in accommodation-based services in England. They are consulting on a new delivery model for accommodation-based support. This includes the introduction of a statutory duty on local authorities to provide support that meets the diverse needs of victims of domestic abuse and their children, ensuring they have access to provision that is right for them. Closing date: **2 August 2019**.

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

Regional Scrutiny

The Council appoints representatives to each of the Greater Manchester Combined Authority (GMCA) Scrutiny Panels and also scrutiny arrangements for Pennine Care. The links below provide you with access to the most recent meeting papers for each of the panels.

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

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

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

[Joint Scrutiny Panel for Pennine Care \(Mental Health\) Trust](#)

Scrutiny Resources

In addition to the past training events, I will look to share any available material with you. This will include any material to support you in your role during the course of the year.

Recent publications:

- **[The Good Scrutiny Guide](#)**
- **[Dealing with complaints at scrutiny](#)**
- **[Governance, Culture and Collaboration](#)**
- **[Scrutiny Frontiers 2019](#)**
- **[Improving children and young people's mental health and emotional wellbeing](#)**
- **[Early help resource pack](#)**
- **[Must know: Safeguarding adults](#)**

Statutory Scrutiny Guidance – May 2019

The new statutory guidance, published in May 2019, is from the Ministry of Housing, Communities and Local Government. Local authorities must have regard to it when exercising their scrutiny functions and it is directly aimed at local authorities in England. In particular attention is drawn to the purpose of overview and scrutiny, what effective scrutiny looks like, general conduct and the benefits it can bring.

There is recognition to the way each authority approaches scrutiny, the different procedures in place and acknowledgement that what works well for one may not work for another. This briefing note summarises the key points and recommendations published in the guidance to inform scrutiny practice in Tameside.

Effective Overview and Scrutiny should:

- Provide constructive 'critical friend' challenge.
- Amplify the voices and concerns of the public.
- Be led by independent people who take responsibility for their role.
- Drive improvement in public services.

While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority. It is important to remember that the effectiveness of scrutiny, or lack thereof, is often considered by external bodies such as regulators and inspectors.

Authorities can establish a strong organisational culture by:

Recognising Scrutiny's legal and democratic legitimacy

All members and officers should recognise and appreciate the importance and legitimacy scrutiny is afforded by law. Councillors, by nature, have a closer connection and insight to residents and local people, which in itself brings a unique legitimacy with the ability to consult and seek views and opinions.

Identifying a clear role and focus

Prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and has relevance to the wider work and priorities of the authority. This is often one of the most challenging parts of scrutiny and a critical element to get right if it is to be truly recognised as a strategic function.

A clear division of responsibilities between scrutiny and audit functions. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in context of the formal audit role.

Engagement between the Executive and Scrutiny

To ensure early and regular discussion takes place between Scrutiny and the Executive, especially with regarding activity and work programmes. The Scrutiny Chair should determine the nature and extent of an Executive Member's participation in both formal and informal activity of the Panel.

Influence

Scrutiny does have the power to 'Call In' decisions and to ask the Executive to reconsider before implementation. This should not be viewed as a substitute for early involvement in the decision making process or as a party political tool.

Appointed Scrutiny Chair's should pay special attention to the need to guard the Panel's independence. Importantly, they should take care to avoid the committee being viewed as, a de facto opposition to the Executive.

Access to information

Scrutiny members should have access to a regularly available source of key information. This can link directly to performance and risk to inform work priorities. While each request for information should be judged on its individual merits, it is best practice to adopt an agreed position of sharing information that is deemed to be appropriate for the remit and role of scrutiny.

Planning work

While scrutiny has a range of oversight powers, it can be difficult for authorities to support a function that carries out generalised reviews across a wide range of issues experienced by residents. Prioritisation is necessary, which means that while there might be things that, despite being important, scrutiny will not be able to look at.

Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance, given available timescales and resource, justifies the positive impact that scrutiny involvement could bring.

The approach to shortlisting topics should reflect scrutiny's overall role within the authority. When considering whether an item should be included in the work programme, the questions to consider are:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with activity of the Executive and other decision makers, including partners?

Scrutiny Panels should consider keeping work priorities under regular review. It is likely to be easier to do this outside of the committee, or to bring a more formal update as a matter of course.

Carrying out work

Selected topics can be scrutinised in several ways, including:

- **Single agenda item at a formal panel meeting** – can present limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain closer oversight to a specific issue.
- **A single (one-off) meeting** – This can provide an opportunity to have a single public meeting about a given subject, or to have a meeting at which evidence is taken from a number of witnesses.
- **Task and finish** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. The focused approach can ensure members can swiftly reach conclusions and make recommendations.
- **Longer and more in-depth reviews** – activity spread over a longer period can still be appropriate in certain instances. However, the nature of this work and time commitments can present further issues, unless for the most complex matters.
- **Establishing a standing panel** – this may be necessary to keep a watching brief over a local issue, especially where members feel a need to convene regularly to carry out such oversight.

Planning and preparation

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what is needed from each meeting and appreciate that success will depend on their ability to work together on the day. Effective planning should mean that at the end of a session it is relatively straightforward for the Chair to draw together themes and highlight key findings.

In order to improve the responsiveness of scrutiny activity it may be necessary for the Chair to seek approval of members to progress review activity outside of the formal meetings in a way to prevent delay in key findings and recommendations being shared with the Executive.

Report To:	OVERVIEW PANEL
Date:	29 July 2019
Reporting Officer:	Sandra Stewart, Director - Governance and Pensions Sarah Dobson, Assistant Director – Policy, Performance and Communications
Subject:	SCRUTINY ANNUAL WORK PROGRAMMES
Report Summary:	To receive for information, the annual work programmes of the Council's Scrutiny Panels.
Recommendations:	That Overview (Audit) Panel are asked to note content of the work programmes and planned activity of the Scrutiny Panels.
Links to Corporate Plan:	Topics included within the work programmes remain linked to the Council's corporate priorities. Scrutiny activity seeks to support effective decision making and to improve outcomes for residents and service users.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Borough Treasurer)	There are no direct financial implications as a result of this report. Any costs incurred by the Scrutiny Panels and service must be met from existing budgets.
Legal Implications: (Authorised by the Borough Solicitor)	Overview and scrutiny committees were established in English and Welsh local authorities by the Local Government Act 2000. They were intended as a counterweight to the new executive structures created by that Act (elected mayors or leaders and cabinets). Their role was to develop and review policy and make recommendations to the council. Today, the legislative provisions for overview and scrutiny committees for England can be found in the Localism Act 2011. Those for Wales are in the Local Government (Wales) Measure 2011, and those for Northern Ireland are in the Local Government Act (Northern Ireland) 2014. There are no legislative provisions for overview and scrutiny in Scotland, though many Scottish local authorities do operate scrutiny committees alongside executive structures. Local authorities also manage processes of 'external scrutiny', where their committees look at issues which lie outside the council's responsibilities. In England, specific powers exist to scrutinise health bodies, crime and disorder partnerships, and Police and Crime Commissioners. Combined authorities are also required to establish overview and scrutiny committees.
Risk Management:	The Chairs and Deputy Chairs of the Scrutiny Panels will be informed of the progress in implementing the work programmes.
Access to Information:	The background papers relating to this report can be inspected

by contacting Paul Radcliffe, Policy and Strategy Lead by:



Telephone:0161 342 2199



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

1. SCRUTINY WORK PROGRAMMES AND PLANNED ACTIVITY

- 1.1 The annual work programmes have been developed to reflect priority issues across the Council, Strategic Commission and external partners. Work will continue to improve the flexibility, responsiveness and reporting methods of all scrutiny activity undertaken during 2019/20. Discussions from the meetings held in June 2019 have directly informed the list of topics and planned updates 'check and challenge', for the year ahead.
- 1.2 The topics listed in section 2 of the report are a combination of service and performance updates, input to formal consultations and areas for in-depth review. This includes a responsibility for:
 - Engagement and consultation – to provide responses to pre-decision activity
 - Research and insight to a particular issue
 - Review of decisions and recommendations
- 1.3 In addition to the work programmes, all panel members will continue to receive a monthly update email to inform of upcoming activity, access to scrutiny resources, engagement and consultation with regards to local, regional and national decision making. This provides a direct opportunity for scrutiny members to contribute and respond to the range of activity taking place both within the Council and across partners. Where deemed appropriate, the wider influence of scrutiny may be captured through project support and service development work undertaken at the request of the Executive.
- 1.4 Scrutiny activity will continue to be undertaken outside of the formal meetings, with all findings and recommendations presented to the full panel for comment and approval. This flexibility can allow for speedier and timelier work to be undertaken, creating an enhanced opportunity to both influence and inform the impact of decisions being made.
- 1.5 Attention has been placed to ensure the work programmes remain closely linked to corporate priorities of the Strategic Commission, with the majority of topics and activities aimed to add value to services and inform the decision making process. It is also necessary to monitor and evaluate outcomes from past activity and to review the implementation of recommendations.
- 1.6 Scrutiny in practice will be mindful of the suitability and appropriateness of timings, with regards to the impact and value of planned activity. This includes the selection and order of topics and updates to be received during the year ahead. The programme of work is ambitious and it is not expected for all topics and subject areas to be covered during this period, but more an agreed list from which to select work items.
- 1.7 Having established a fixed Children's Working Group during 2018/19, to include co-opted young people and adults, it was agreed at the Integrated Care and Wellbeing Scrutiny Panel meeting on 13 June 2019 that this will remain in place for 2019/20.
- 1.8 At the June meetings each panel agreed the topics to be considered during the first part of the municipal year, as detailed below.

Place and External Relations Scrutiny Panel

- Housing Strategy – Improving Quality and Standards in the Private Rented Sector

Integrated Care and Wellbeing Scrutiny Panel

- Recruitment and Retention of Foster Carers in Tameside.

(Children's Working Group)

- Children and Young People's Mental Health and Wellbeing

- 1.9 On occasion a topic may require the attention of both scrutiny panels in order to examine a range of impacts, which may be far reaching. At such a time, a decision will be made to

assign a lead panel based on both remit and the subject matter. All aspects of activity will be made available to panel members to consider and respond.

2. ANNUAL WORK PROGRAMMES – 2019 to 2021

Integrated Care and Wellbeing Scrutiny Panel
Consultation Response / Input to Policy Development
<ul style="list-style-type: none"> • Age Friendly (ongoing) • GM Drug and Alcohol Strategy (ongoing) • Support for victims of domestic abuse in safe accommodation (National – 2 August 2019) • SEND and AP provision: call for evidence (National – 31 July 2019) • The Panel to receive regular updates during the year regarding new and emerging areas.
Quick review ‘Check and Challenge’
<ul style="list-style-type: none"> • Children’s Services Improvement • Urgent Care - impact • Children’s safeguarding arrangements • Adults – homecare commissioning and new delivery model • SEND – commissioning and provision • Foster Carers – recruitment and retention
In-depth Review
<ul style="list-style-type: none"> • Children’s mental health and wellbeing • School Attendance / Exclusions • Early Help Offer to Children and Families – demand/sustainability
Follow-up / Past Recommendations / Ongoing
<ul style="list-style-type: none"> • Children’s Services Improvement • Suicide Prevention • Quality of Care Homes

Place and External Relations Scrutiny Panel
Consultation Response / Input to Policy Development
<ul style="list-style-type: none"> • GM Clean Air (30 June 2019) • New Rent Standard (30 July 2019) • GM Plan for Homes, Jobs and Environment (2nd phase autumn 2019) • GMCA Culture Strategy (Consultation mid 2019) • GM 5 Year Environmental Plan (launched March 2019) • Local Industrial Strategy (ongoing) • Parking (borough-wide provision and subject to such a review taking place) • The Panel to receive regular updates during the year regarding new and emerging areas.
Quick Review ‘Check and Challenge’
<ul style="list-style-type: none"> • Economic Growth and Strategy • Improving quality and standards - private rented sector and empty properties • Community Safety Partnership / Strategy • Libraries – Open+ implementation and impact • Outdoor spaces - public realm / parks / playgrounds / countryside
In-depth Review
<ul style="list-style-type: none"> • Green Agenda – environmental impacts / energy use / plastics / key partners • Customer contact – experience / impact / complaints / tracking • Capital and asset programme
Follow-up / Past Recommendations / Ongoing
<ul style="list-style-type: none"> • Homelessness • Procurement arrangements – contracts / delivering value for money / STAR

Report To:	OVERVIEW PANEL
Date:	29 July 2019
Scrutiny Panel / Executive Member:	<p>Councillor Teresa Smith - Chair to Integrated Care and Wellbeing Scrutiny Panel</p> <p>Councillor Eleanor Wills – Executive Member (Health, Social Care and Population Health)</p>
Subject:	QUALITY OF TAMESIDE CARE HOMES
Report Summary:	<p>The Chair to Integrated Care and Wellbeing Scrutiny Panel to comment on the Executive Response (Appendix 1) to the scrutiny review into the Quality of Tameside Care Homes and the recommendations made to support future services (Appendix 2). To note that activity of the working group took place during the 2018/19 municipal year.</p>
Recommendations:	<ul style="list-style-type: none">(i) To review options and plans beyond the medium-term funding allocated to the Quality Improvement Team. Should permanence arrangements be explored to deliver a long-term ambition to raise the quality of care in Tameside.(ii) To explore how the Council and partners can work to deliver a system and sector-wide approach to accessible training and development for care home staff, supporting the ambition to make working in care a positive career choice.(iii) To analysis the impact of the quality initiatives delivered, with the view to developing a detailed forward plan for 2019/20.(iv) To monitor the impact of care home closures on the improvement statistics and the impact that low bed occupancy rates within homes can have on a provider's ability to maintain quality standards.(v) That work is undertaken with providers to identify ways to further improve the bespoke support delivered and to highlight the individual quality triggers for all care homes the Quality Improvement Team work with.
Policy Implications:	<p>The review itself has no specific policy implications. Should the recommendations of this report be accepted by Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.</p>
Financial Implications: (Authorised by the Section 151 Officer)	<p>Section 5.2 provides details of the established multi agency team (five posts) that supports the improvement of quality in Care Homes.</p> <p>The current annual cost of the team is £ 0.234 million and is financed via the improved Better Care Fund (iBCF). Members should note that the Strategic Commission received a non-recurrent iBCF allocation of £ 10.297 million for the period 2017/18 to 2019/20.</p> <p>Funding arrangements from 2020/21 are yet to be confirmed. The related cost will therefore need to be included as an ongoing</p>

liability within the Medium Term Financial Plan of the Strategic Commission if the existing arrangements are to continue. The announcement of future year funding allocations is expected during late Autumn 2019.

**Legal Implications:
(Authorised by the Borough
Solicitor)**

The Council will contract with a care home provider where it is either funding a person's care, or if there is a top-up fee to the care home, in which case there will be two contracts, one between whoever is paying the top-up and the local authority, and another between the local authority and the care home.

It is very important therefore that the Council effectively manages these contracts to ensure that value for money is provided, and that the person receives quality of care in accordance with the care home provider's contractual obligations.

The Council also has a statutory safeguarding role assigned to the Director of Adult Services, which it must fulfil diligently and in accordance with statutory requirements. Failure to do so can attract complaints to the Local Government and Social Case Ombudsman, judicial review challenges to the high court, and a requirement from the Coroner to the Chief Executive to produce a report under regulation 28 of the Coroners (Investigations) Regulations 2013 to prevent future deaths following an Inquest, each of which can be costly in terms of time and resources, and reputationally damaging.

Risk Management:

Reports of Scrutiny Panels are integral to processes which exist to hold the Executive of the authority to account

Access to Information:

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



Telephone: 0161 342 2199



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

APPENDIX 1

Post Scrutiny - Executive Response

In Respect of: Scrutiny Review into the Quality of Care Homes in Tameside

Date: 30 May 2019

Response of: Councillor Eleanor Wills, Executive Member (Health, Social Care and Population Health)
Dr Jamie Douglas, GP Member, CCG Governing Body

Coordinating Officer: Stephanie Butterworth, Director of Adult Services
Gill Gibson, Director of Quality and Safeguarding

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
1. To review options and plans beyond the medium-term funding allocated to the Quality Improvement Team. Should permanence arrangements be explored to deliver a long-term ambition to raise the quality of care in Tameside?	Accepted	As part of the MTFS a plan will be developed to make longer term decisions relating to the QIT. This will include a full evaluation of the ongoing effectiveness of the QIT.	Stephanie Butterworth / Gill Gibson	March 2020

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
2. To explore how the Council and partners can work to deliver a system and sector-wide approach to accessible training and development for care home staff, supporting the ambition to make working in care a positive career choice.	Accepted	As part of the improvement work a number of strategies are being rolled out across the system. This includes Registered Manager Programme and Teaching Care Homes Programme. Director is leading on GM Workforce Programme which has three aims for the workforce – Recruit, Retain, Grow.	Stephanie Butterworth / Gill Gibson	March 2020
3. To analyse the impact of the quality initiatives delivered, with the view to developing a detailed forward plan for 2019/20.	Accepted	Detailed forward plan will be produced that addresses ongoing work with 'Inadequate' providers, whilst at the same time working with 'Good' providers to secure ongoing improvement.	Jane Bennett	August 2019
4. To monitor the impact of care home closures on the improvement statistics and the impact that low bed occupancy rates within homes can have on a provider's ability to maintain quality standards.	Accepted	Ongoing market management forms part of overall contract performance monitoring.	Michelle Walsh / Tim Wilde	Ongoing with Year End position analysed
5. That work is undertaken with providers to identify ways to further improve the bespoke support delivered and to highlight the individual quality triggers for all care homes the Quality Improvement Team work with.	Accepted	This recommendation forms the core business for the Quality Improvement Team.	Jane Bennett	Ongoing

APPENDIX 2

1. INTRODUCTION

- 1.1 Improving standards of care and support for older people is a priority for the Council. In order for sustained improvements in the quality of care to be achieved there is a requirement to encourage the participation of residents receiving care, their family, other professionals and the wider community. Changes to the regulatory system and the number of quality improvement initiatives can also make it confusing to know where to start.
- 1.2 As well as checking whether care homes meet national required standards, the Care Quality Commission (CQC) has a role in service improvement. Inspectors will start by looking for evidence that the service is 'good', setting their expectations above the minimum acceptable standards needed for registration. Care home managers therefore need to:
- Know what a 'good' service looks like
 - Have a clear understanding of their service and how it is performing
 - Gather evidence to support their self-assessment

2. BACKGROUND

- 2.1 Following the request for care home information to be presented at a meeting of the Integrated Care and Wellbeing Scrutiny Panel on 13 September 2018, a working group was established to examine the quality and standards across residential and nursing home providers in Tameside. Scrutiny members are aware of the joint commissioning arrangements in place and the shared ambition to raise standards, with investment in a Quality Improvement Team (QIT).
- 2.2 The Council holds contractual powers to gain assurances that residents receive the appropriate level of care to meet their needs, with a further statutory safeguarding role assigned to the Director of Adult Services (DASS). Despite local performance monitoring arrangements the Council has no regulatory powers to inspect residential or nursing homes and this is undertaken by the CQC as the independent regulator of health and social care in England. It is important to note that the Care Act does give the Council a statutory role to intervene in the event of market failure.
- 2.3 Traditionally, local authority improvement work with care homes has tended to be in the form of routine monitoring with performance measures. Existing commissioning arrangements include an Enhanced Quality Scheme which is designed to financially incentivise providers to investment in their workforce, as well as demonstrating community engagement and using 'life stories' to enhance the quality of service. Further proxy measures include:
- The provider has organised 3 or more events that involve the wider community during the past 12 months.
 - 70% of residents with life stories completed within 2 months of the placement.
 - 85% of staff QCF qualified to level 2 and/or registered on a QCF level 2 course (excluding modern apprentices).
 - Registered manager qualified at level 4.
 - Completion of 6 steps or Gold Standard Framework Accredited.
 - The provider will have an overall CQC rating of 'Good' or 'Outstanding'.
 - The provider attends 75% of the Care Home Provider Forum meetings.
 - That 80% of the monthly monitoring forms are returned.
- 2.4 A new contract measure will be introduced in April 2019 to change the enhanced payment criteria. This now stipulates that providers need to be rated at least 'Good' by the CQC in order to apply for the additional payment. The contract also changed the Key Performance

Indicators reported and there are multiagency meetings to discuss these indicators to identify actions.

- 2.5 As of September 2018 there were 38 care homes in Tameside providing a total of 1606 beds. The market is separated between 27 residential homes (1038 beds) and 11 nursing homes (568 beds). The CQC inspection breakdown was:
- 0 providers rated Outstanding
 - 20 providers rated Good
 - 13 providers rated Requires Improvement
 - 3 providers rated Inadequate
 - 2 providers yet to be inspected
- 2.6 A single national provider (HC-One) supplies more than 40% of all care home beds in Tameside. The CQC rating profile for HC-One showed 37.5% (6 homes) rated 'Good', compared with the local rate of 52.6% from the figures shown in paragraph 1.3.

3. QUALITY STANDARDS

- 3.1 The Care Quality Commission (CQC) registers and inspects every care home in England. All homes are inspected on a 'regular basis', with frequency determined by the current rating of each home. The inspection methodology focuses on five key lines of enquiry (KLOE), prompts and sources of evidence to inform the overall judgement rating.
- 3.2 As part of the CQC inspection process, performance against the each of the five domains is rated to be Outstanding, Good, Requires Improvement or Inadequate. The table below provides further detail of the inspection process against each area.

CQC – Key Lines of Enquiry	
Is it safe?	<ul style="list-style-type: none"> - Safeguarding and protection from abuse - Managing risks - Suitable staff and staff cover - Medicines management - Infection control - Learning when things go wrong
Is it effective?	<ul style="list-style-type: none"> - Assessing needs and delivering evidence-based treatment - Staff skills and knowledge - Nutrition and hydration - How staff, teams and services work together - Supporting people to live healthier lives - Accessible premises - Consent to care and treatment - Kindness, respect and compassion - Involving people in decisions about their care - Privacy and dignity
Is it responsive?	<ul style="list-style-type: none"> - Person-centred care - Concerns and complaints - End of life care
Is it well-led?	<ul style="list-style-type: none"> - Vision and strategy - Governance and management - Engagement and involvement - Learning, improvement and innovation - Working in partnership

4. CONTRACTS PERFORMANCE

- 4.1 Feedback from contracts performance visits is routinely shared with care homes managers and highlights areas for attention to be focused. Recent (March 2019) priorities include:
- Staff training, supervision and competency assessments
 - Deprivation of Liberty Safeguards, Mental Capacity Act & consent
 - Supporting residents with dementia
 - Activities and connecting to the local community
 - Medications management & administration
 - The care home environment (making it more dementia friendly)
 - Embedding quality assurance systems
- 4.2 Contract Performance Officers provide a proactive presence in care homes to support and assist improvement. A website is also available to support local care homes by providing links to good practice at www.tamesideandglossopccg.org/local-services/care-homes.
- 4.3 Senior managers within Adult Services receive regular updates when a CQC report is issued, along with any actions to be undertaken by services. Activity is also undertaken to ensure consideration is given to likely outcomes from CQC visits. The Strategic Commissioning Board also receive regular quality assurance updates about the care sector, to pick up on both areas of concern and good examples of improvement practice.
- 4.4 The Quarter 4 Care Home Manager's Forum took place on 24 January 2019, the following sessions were included on the agenda:
- Community Involvement – Public Health.
 - Oral Health – Be Well Team.
 - Medicines Management Update.
 - Learning from Falls – Sunnyside Care Home and Quality Improvement Team.

5. QUALITY IMPROVEMENT TEAM (QIT)

- 5.1 The Quality Improvement Team was created to provide direct support to independent providers across the health and social care sector in Tameside, with the overarching need to improve the quality of service provision. The team's primary focus was to be placed on current homes rated 'Inadequate' and 'Requires Improvement', with the drive to raise standards and to improve ratings to 'Good' and 'Outstanding'. Future options may be explored to extend priorities to include the Support at Home Service and Supported Accommodation.
- 5.2 The team is multi-agency and consists of a Team Manager, two Social Workers, one Nurse and one Medicines Management Technician, with a full complement of staff reached in May 2018. The team is hosted in the Quality and Safeguarding Directorate of the CCG.
- 5.3 It is important that team members develop and maintain strong working relationships with care home owners and managers in order to provide the levels of direct support needed to improve practice standards. The levels of support can be broken down by provider, as:
- High – Inadequate provider.
 - Medium – Requires Improvement provider.
 - Low – Good provider.
- 5.4 Benefits will initially be of a qualitative nature as the team supports each care home to improve the CQC rating. It is also recommended that further work is undertaken to refine operating models with a view to adopting the most cost effective model. Common support themes emerging across providers include that of leadership, workforce culture and development, mental capacity, policies, systems, processes and medicines management.

The team will explore ways to unblock barriers, source training and education opportunities, develop partnership links and seek to address any knowledge and experience gaps.

- 5.5 The support is offered through a supportive model (PQuIP) which involves partnership working with the care home in a non-judgemental way to identify areas for improvement. There is a broad offer to provide support around leadership, guidance, advice, expertise and to ultimately promote best practice to improve outcomes for residents and to meet CQC standards. The team will also undertake work with providers to develop a bespoke improvement plan.
- 5.6 A 'Buddy Scheme' was launched in December 2018 and is a supportive arrangement between new and existing residential and nursing home managers, with a purpose to offer operational support to new managers who move into the borough.

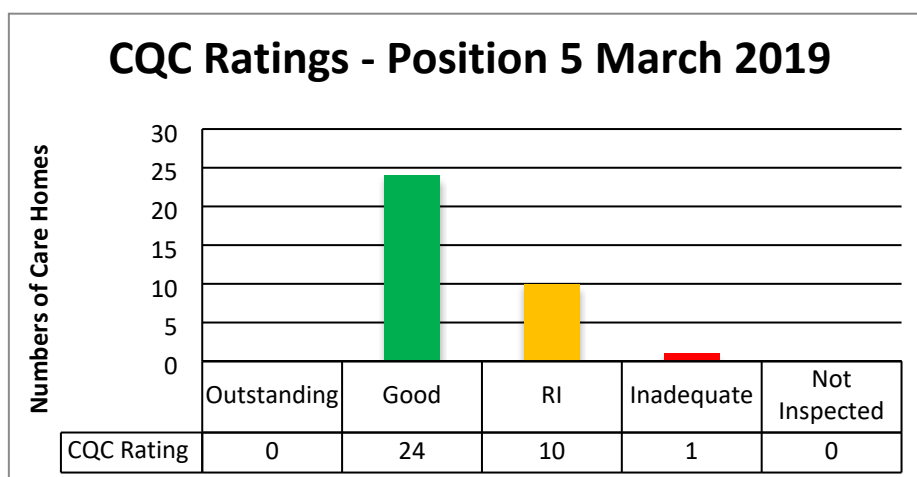
QIT initiatives offered in Quarter 3 of 2018/19

Quality Initiative	Provider	Homes Involved
Oral health	Be Well Tameside	Majority of homes have now received training
Tameside & Glossop Red Bag Scheme	Tameside & Glossop CCG	The team continue to support care home managers with the implementation of the scheme
Neighbourhood Meetings	QIT team	QIT are now linked in with Neighbourhoods and attend meetings
Care Home Quality Review Group	Strategic Commission	QIT Team Leader represents at Care Home Quality Review Group
Medicines Management	QIT team Meds technicians	All Inadequate and Requires Improvement Care homes have now been audited and those that have failed are receiving ongoing support from meds tech and QIT team.
Staff Development	QIT team, Local Authority, Strategic Commission	Refresh of Training Consortium Steering Group. This work is ongoing
Tissue Viability and Infection Prevention	Tameside & Glossop ICFT	QIT team continue to work with ICFT infection prevention team and Tissue Viability team
6 Steps Celebration event	ICFT Palliative Care Team	Celebration event held in Qtr 3 for 7 homes that have completed 6 steps programme. Programme will be offered to all care homes in 2019 alongside a programme of palliative and end of life care training for care staff.
Buddy Scheme	Tameside & Glossop CCG QIT team	Buddy Scheme launched in Qtr 3 to all homes
Teaching Care homes	GM	Offered to homes who met criteria for consideration. 1 Care home signed up in Tameside.

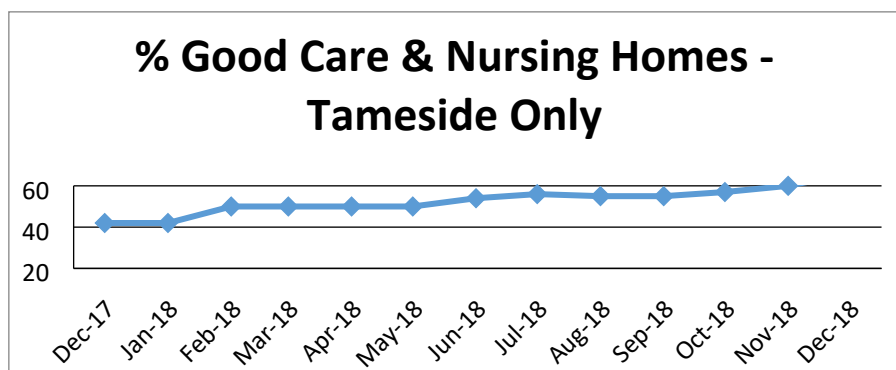
6. QUALITY OF CARE IN TAMESIDE (MARCH 2019)

- 6.1 The number of care homes rated 'Good' in Tameside has improved from 42% to 69% (accurate as at the 5 March 2019). There remains one home rated Inadequate and the Quality Improvement Team continue to support the provider to make service improvements. A re-inspection commenced on 22 January 2019, with the home now awaiting the final judgement.
- 6.2 The home remains suspended from new admissions and this will continue until the CQC rating is improved. Current residents are not deemed to be at risk and feedback from residents and families is positive.

CQC ratings across residential and nursing homes in Tameside (March 2019)



- 6.3 The graph below was shared with the care homes managers at a meeting on the 24 January 2019.



- 6.4 Additional information shared with senior managers includes (accurate as of the 5 March 2019). The data shows that only 2% of care home beds in Tameside are within 'Inadequate' provision:

CQC Rating	No. of Homes	No. of beds
Outstanding	0	0
Good	24	989
RI	10	478
Inadequate	1	30
	35	1497

7. NEXT STEPS

7.1 Some of the planned next steps include:

- Continue to Challenge inadequate provision.
- Continue to support improvement across the whole care home sector.
- Risk assessment undertaken to ensure homes are maintaining CQC standards between inspections.
- System challenge where inequalities are identified regarding access to services.
- Support care homes to maintain improved practice standards.
- Support to providers in relation to workforce issues – e.g. effective supervisions and competency assessments.
- To explore options to better support providers with workforce training needs.
- Contracts performance visits will be undertaken twice a year – one announced visit and one unannounced visit.

8. RECOMMENDATIONS

8.1 As set out on the front of the report.