

**INTEGRATED CARE AND WELLBEING SCRUTINY PANEL**

**Day:** Thursday  
**Date:** 10 January 2019  
**Time:** 6.00 pm  
**Place:** Lesser Hall 2 - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	<b>APOLOGIES FOR ABSENCE</b>	
2.	<b>MINUTES</b>  To approve as a correct record, the Minutes of the proceedings of the Integrated Care and Wellbeing Scrutiny Panel held on 8 November 2018.	1 - 4
3.	<b>TAMESIDE &amp; GLOSSOP INTEGRATED CARE NHS FOUNDATION TRUST</b>  The Panel to meet Trish Cavanagh, Chief Operating Officer, Tameside & Glossop Integrated Care NHS Foundation Trust, to receive a progress and performance update.	5 - 8
4.	<b>RESPONSE TO CHILDREN'S SERVICES IMPROVEMENT</b>  The Panel to receive the formal response submitted to the Executive Member for Children and Families and the Director of Children's Services on 22 November 2018.	9 - 12
5.	<b>CHILDREN'S WORKING GROUP</b>  The Deputy Chair to provide a verbal update on the meeting that took place on 28 November 2018 and planned activity going forward.	
6.	<b>CHAIR'S UPDATE</b>  The Chair to provide a verbal update on recent activity and future priorities for the Panel.	
7.	<b>DATE OF NEXT MEETING</b>  To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on Thursday 14 March 2019.	
8.	<b>URGENT ITEMS</b>  To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

---

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

This page is intentionally left blank

## **Integrated Care and Wellbeing Scrutiny Panel** **8 November 2018**

**Commenced:** 6.00pm

**Terminated:** 7.45pm

**Present:** Councillors Peet (Chair), T Smith (Deputy Chair), Affleck, Bowden, Boyle, Buglass, Carthey, Cooper, S Homer, Jackson, Wild.

**Apologies for absence:** Councillors Billington, Mills, Taylor, Welsh.

### **23. MINUTES**

The minutes of the meeting of the Integrated Care and Wellbeing Scrutiny Panel held on 13 September 2018 were approved as a correct record.

### **24. CHILDREN'S SERVICES IMPROVEMENT**

The Panel welcomed Councillor Oliver Ryan, Executive Member (Children's and Families); and Richard Hancock, Director of Children's Services to receive a progress update on the recent Ofsted Monitoring Visit, future improvement priorities, governance and safeguarding arrangements.

The first of two presentations provided members with an overview of the most recent Ofsted Monitoring Visit carried out on 22 August 2018. This is the sixth visit since Tameside Children's Services were judged inadequate in 2016. Mr Hancock advised members that the visit reviewed the progress made to services for looked after children, with a focus on:

- The quality of assessments and care plans
- The timeliness of permanence planning
- The effectiveness of management and role of Independent Reviewing Officer (IRO)
- The effectiveness of corporate parenting

The Panel heard that findings showed the Council's updated self-assessment accurately identifies the key areas for improvement within the services for looked after children. The overview indicated that while the pace of improvement had been slow in the period since initial inspection that actions have been taken to address this and to strengthen oversight and management of services.

Cllr Ryan discussed the work we do well, which includes the application of thresholds for bringing children into care and effective safeguarding arrangements. Statutory visits to children are taking place regularly, children are seen alone by their social worker, recordings of visits are thorough and the voice of the child is evident.

Mr Hancock advised that membership and terms of reference of the Council's Corporate Parenting Board had recently been refreshed, with the appointment of Cllr Ryan as the new Chair. Ofsted commented on the renewed drive and focus this had created. In the last six months the board has ensured that looked after children are able to access apprenticeships and work experience opportunities within the Council. The Children in Care Council is also attending the meetings, with a young person appointed as co-chair.

Mr Hancock advised members that a significant amount of improvement work remains and that the monitoring visit highlighted a number of areas requiring further improvement. It was said that the overall quality of child and family assessment and plans remain weak; the role of

the IRO is not as effective as it should be; permanence planning is not robust and is not considered soon enough; and that life story work is not being completed with all looked after children. Ofsted acknowledged that senior managers were aware of the deficits and plans have been put in place to take immediate action to address and rectify the origins of the problems.

It was reported that the difficulties encountered in securing a stable workforce remain the services biggest challenge. Ofsted identified that the efforts being made by the leadership team to recruit permanent social workers is now showing some positive results.

A comprehensive action plan is now in place to address all identified improvement areas from the visit, with a range of activity continuing to help embed and improve current performance with regard to looked after children, but more widely across Children's Social Care.

A second presentation provided a short update on general governance and safeguarding arrangements. As part of the meeting papers members had received a copy of the Children's Governance Review which had been presented at Executive Cabinet on 25 July 2018. The paper included a breakdown of governance arrangements and proposals to initiate a new Starting Well Board as a sub-group of the Health and Wellbeing Board. Proposals were also included to deliver new Children's Partnership Workshops within the Neighbourhood Model.

Mr Hancock informed members that proposals to develop a revised approach to local safeguarding arrangements are now well underway, with the new Executive Safeguarding Partnership Board arrangements expected to come into place later this year.

The Panel thanked Cllr Ryan and Mr Hancock for their honest appraisal of the most recent Ofsted Monitoring Visit and recognition of the immediate improvement work required. A number of concerns were raised regarding permanence planning and a significant need for the service to ensure that life story work is undertaken with all of our looked after children.

Cllr Ryan and Mr Hancock recognised the detrimental impact that future uncertainty can have on our looked after children and also how the lack of consistent and confident social work practice can result in some children not receiving the life story work that is much needed.

Arrangements for permanence planning have been revised, with additional foster panels in place from 1 September 2018. The capacity and workloads of Social Workers will no longer mean that life story work is over looked, with this becoming a compulsory aspect. Plans are in place to support Social Workers to improve skills and confidence to undertake this work.

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

## **25. IMPACTS OF WELFARE REFORM**

The Chair advised members that the Impacts of Welfare Reform is a topic included within the Panel's current work programme and that work will now start to plan future activity. The Scrutiny Manager was invited to present information and insight on a number of specific and concentrated impacts to inform future lines of enquiry for the Panel. The Chair confirmed that an agreement had been reached with the Place and External Relation Scrutiny Panel for a joint working group to be established to progress this work early in 2019.

A concern was raised in relation to the short notice of information being presented on the Impacts of Welfare Reform and that the statutory notice period for meeting papers to be circulated had not been met.

The Chair advised the Panel that the item was to be received as a supportive tool to both inform and direct future activity. As such, the presenter and content of the presentation was

not, by nature, official scrutiny business and the decision to prevent any delay to receive this information was viewed in the best interest of the Panel.

The Chair sought agreement from the Panel for the item to be delivered in the way it was intended. A general consensus was reached to proceed as planned.

**Resolved:** That members are to be contacted by email outside of the meeting to express an interest in becoming a member of the joint working group.

## **26. CHILDREN'S WORKING GROUP**

The Chair informed members that a fixed Children's Working Group is to be established for the remainder of the 2018/19 municipal year. The group will hold a specific remit to consider matters relevant to Children's Services and Education.

The Children's Working Group is to be chaired by Councillor Teresa Smith and membership will include councillors from the Integrated Care and Wellbeing Scrutiny Panel, co-opted adults and co-opted young people. The Children's Working Group will report directly to the Integrated Care and Wellbeing Scrutiny panel with the routine and timely reporting of activity.

The Terms of Reference was approved by the Panel, with the first meeting of the Children's Working Group scheduled to take place on 28 November 2018.

## **27. CHAIR'S UPDATE**

The Chair provided a verbal update on recent activity and future priorities for the Panel. The Panel confirmed future work priorities to include:

- Quality of Care Homes – the working group met with managers and staff from the Quality Improvement Team on 25 October. Plans will now be made to visit a local care home.
- The Chair to conclude past activity relating to Suicide Prevention.
- Welfare Reform – information presented to inform future work and focus.
- Monthly update emails - all scrutiny members are now receiving a monthly update email to raise awareness and participation in a range of open consultations and engagement exercises, including resources to support members in their scrutiny role.

## **28. DATE OF NEXT MEETING**

To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on 10 January 2018.

## **29. URGENT ITEMS**

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

**CHAIR**

This page is intentionally left blank

## BRIEFING PAPER FOR SCRUTINY PANEL – JANUARY 2019

### 1. Introduction

- 1.1 During the past 12 months Tameside & Glossop Integrated Care NHS Trust (T&G ICFT) has been working collaboratively with our partners in the locality including; Tameside Metropolitan Borough Council (TMBC), Derbyshire County Council, the Clinical Commissioning Group, Primary Care, Care Homes and Home Care providers in order to design and implement initiatives which will better support people when they experience the need for urgent care.
- 1.2 The ICFT is also engaged in work across Greater Manchester (GM), particularly through the Urgent Care Hub which is developing processes aimed at supporting hospitals within the GM footprint when the demand for emergency and urgent care is high.
- 1.3 The work undertaken through these partnerships has contributed to managing demand across our local system more effectively. If performance against the 4 hour standard for Emergency Departments is taken as a proxy measure for how well a system is able to respond to emergency/urgent demand, then Tameside and Glossop has demonstrated stronger performance across this year (April to December) than all systems in Greater Manchester and many nationally. The sections below provides some details of performance followed by brief descriptions of some of the programmes of work that have supported this.

### 2. Performance

- 2.1 The Urgent Care system within this locality has performed well since the beginning of this financial year relative to others at both a local and national level. The 4 hours standard for Emergency Departments (95%) has not been achieved at a national level since July 2015. Given the level of performance nationally, NHS Improvement (NHSI) set a trajectory of improvements for organisations dependant on their previous levels of performance. T&G ICFT have met or exceeded the standard for the first two quarters of the year. The year to date performance as at December 24th is 92.59% with performance in the months of October and November being at 93.56% and 92.1% respectively, placing the Trust in the top 27 out of circa 130 hospitals that report against this standard. At the time of completing this report it is anticipated that December performance will be in the region of 90%.
- 2.2 The Emergency Department has completed a number of projects during the year, including an expansion of the department which was supported by NHSI through capital funding of £1.3m and opened on 21st December 2018. This increase in

physical space will assist the treatment of minor presentations which will be streamed into this area, releasing additional cubicles for the care of emergency patients. This will also assist in reducing ambulance handover times and ensuring that crews are able to leave the department in a timely manner allowing them to respond to other calls.

- 2.3 There have also been developments in clinical information systems within the Emergency Department including the use of Smartboards which assist in predicting demand and the E-Cas card which supports electronic record management.
- 2.4 The Trust admits approximately 25% of patients attending the Emergency Department which is a lower number than some organisations across GM. This is due to the development of other services such as Admission Avoidance, Digital Health, and Ambulatory Care which all assist in supporting un-necessary admission to hospital. The emergency re-admission rate within 30 days to hospital, which is monitored on a monthly basis, is year to date 12% against a target of 12% though for November slightly higher at 12.32%.
- 2.5 In addition to improvements within the Emergency Department itself and those that assist in avoiding un-necessary admissions, it is also important to ensure that the length of stay of patients in the hospital is not extended beyond that required to ensure people are well enough to be discharged. For some people this discharge process can be complicated, since the illness they have experienced can mean that their needs for care may have increased to a level which exceeds that of their previous requirements. In these instances partnership working between health and social care colleagues is essential if this process is to be streamlined and delays to discharge times reduced.
- 2.6 In Tameside and Glossop, senior leaders from a range of services meet on a weekly basis to review those patients whose time in hospital may have been extended due to complex reasons. Those people with a length of stay above 7 days and above 21 days are reviewed and actions taken, both in regards to individual circumstances and when wider system changes are required to ensure more effective discharge processes.
- 2.7 The local health and social care system is monitored in a number of ways to assess the length of stay in hospital. One of these metrics is referred to as Delayed Transfers of Care (DTOC) and is reported monthly. The measure is related to the number of bed days lost due to DTOC and the reasons behind this. In the period April to November 2017/18, the number of beds lost was 7,244 compared to 4,144 in the same period for 2018/19. This is a significant reduction and has assisted in keeping bed occupancy below 90% since September. This of course assists with the availability of beds in the hospital and reduces the risk of significant delays in the Emergency Department and importantly, reduces the risks for people that can be associated with a long stay in hospital.

### 3. Tameside & Glossop Locality Work

3.1 As the Panel will be aware there has been a significant amount of transformational work undertaken across the locality which has been focused on supporting people to remain well and, when they do experience ill-health, that services are designed to support them more effectively at home. There has been a continuing focus on implementing and extending those new models of care that were described at a previous Scrutiny Panel attended by representatives of the ICFT in March 2018. Since several of these new services are aimed at supporting people at home, they assist in preventing un-necessary attendances at the Emergency Department and admission to hospital. These include:

- Digital Health working with Care Homes and Community Response Service.
- Digital Health working with North West Ambulance Services (NWAS) to respond to less urgent calls which has reduced the number of ambulance responses required.
- Digital Health working with GPs and hospital consultants to direct patients to the Assessment Unit rather than via the Emergency Department which has reduced admissions to hospital.
- Extensivist Team supporting people who have long term conditions for which they have had several attendances at the Emergency Department in recent months.
- Integrated Urgent Care Team supporting people in their homes to help prevent admission and support discharge.

### 4. Quarter Four

4.1 Previous experience indicates that Quarter 4 is the most challenging of the year both in terms of the number of people attending the hospital and the acuity with which they present. The partner organisations working within Tameside and Glossop have developed a winter plan which builds on the transformational work already underway. The plan is developed collectively and aimed at addressing possible constraints in the system which impede the smooth flow of people in and out of the hospital. It aims to support people to remain at home when possible and if they require a period of hospitalisation to be discharged as soon as is appropriate.

4.2 Local authorities were provided with additional funding to support winter planning and the decisions as to how this funding should be utilised have been discussed and agreed at the local Urgent Care Delivery Board. Funding is non-recurrent and has been allocated to a number of schemes including:

- Voluntary sector received funding to support vulnerable people in the community who may be at risk during the winter period.

- Short term increase in the availability of care home beds to assist with discharge from hospital or step up from the community for people who may require increased support for a short period of time.
  - Short term increase in staffing for some teams to assist in admission avoidance and support on discharge.
  - Short term increase in staffing in Re-ablement to support people to regain independence following a period of deterioration in health.
- 4.3 The hospital has plans in place to open an additional 12 beds if demand increases significantly over this period. Workforce remains a challenge as it is across many organisations, both within health and social care and therefore it will be necessary to employ agency staff to support the opening of additional beds.

## 5. Summary

The local health and social care system works in partnership to reduce the need for urgent care and through its transformational schemes is developing innovative solutions to ensure that people can access alternative routes into care rather than through the Emergency Department. The work undertaken to date is supporting the system to perform better than others when 4 hour performance is compared across GM and nationally. It is recognised that the next quarter of the year is the most challenging and this has been considered in the planning for winter in which the whole of the system has been engaged and to which some non-recurrent additional funding has been directed. Workforce does present challenges and is a constraint in both health and social care reducing the system's ability to significantly "scale up services" for extended periods of time. It is therefore important that the projects aimed at supporting people to stay well and where appropriate to remain at home with support are resilient. This has been the principle behind the development of the Winter Plan in this locality. There will no doubt be challenging days and weeks during the next quarter when demand and acuity rise, but it is anticipated that the collaborative working with all partners across Tameside & Glossop will assist in minimising these and support recovery.

**Chair of the Integrated Care and Wellbeing Scrutiny Panel**

**Councillor Gillian Peet**

Dukinfield Town Hall  
King Street  
Dukinfield  
SK16 4LA

Email: [gillian.peet@tameside.gov.uk](mailto:gillian.peet@tameside.gov.uk)

Phone: 0161 342 2199

Ask for: Paul Radcliffe

Date: 20 November 2018

**Councillor Oliver Ryan**  
**Executive Member (Children and Families)**

**Richard Hancock**  
**Director of Children's Services**

Dear Cllr Ryan and Mr Hancock,

**Children's Services Improvement**

I write on behalf of the Council's Integrated Care and Wellbeing Scrutiny Panel. Members would like to thank you both for attending the meeting of 8 November 2018, at which a progress update was provided on the most recent Ofsted Monitoring Visit and future improvement priorities.

The Scrutiny Panel has maintained regular oversight and contact with Children's Services since the initial inspection, and members are now mindful of the stage the Council is at within the improvement journey, the level of improvement still require and future expectations and timescales for the next Ofsted Monitoring Visit and re-inspection.

As Chair, my aim has always been to ensure that the Scrutiny Panel is able to support services to improve and deliver significant advancements to the quality of provision. The primary focus throughout all scrutiny activity has been that of a 'critical friend', by putting children first to achieve better outcomes for young people and families in Tameside.

By taking time to reflect on the information presented on 8 November 2018, I would now like to share the views of the Panel with you. This letter therefore aims to provide a summary of discussion points and to relay any issues or concerns. I hope this is something which you will find useful, with its possibility to inform future decision making and evidence the future working relationship between Children's Services and the Integrated Care and Wellbeing Scrutiny Panel.

I would also like to inform you that a fixed Children's Working Group has been established for the remainder of the 2018/19 municipal year, with agreed terms of reference. I have included the document for information and I sincerely hope that this is something your management team is able to support, with regards to the identification of priorities and provision of information at the group's request. The working group is to be chaired by Councillor Teresa Smith, in her capacity as Deputy Chair to the Integrated Care and Wellbeing Scrutiny Panel.

I have listed some of the main discussion points below, which are to be viewed as individual responses from panel members, under the collective of the main panel. The Scrutiny Panel acknowledges all work undertaken and improvements to date.

It was both encouraging and positive to hear that:

- Plans to achieve greater stability and consistency are being addressed, with the permanent appointments to the Director of Children's Services, Assistant Director and Heads of Services. Members are extremely keen for a strengthened and more stable leadership team to be delivered, which in turn should become a catalyst for improved social worker retention and the Council's ability to attract good quality social workers and managers.
- Despite recurrent Ofsted findings to improve the pace of improvement, the information presented provides a greater level of assurance and expectation that 2019 will be a year of rapid and sustained improvement. The Panel are aware that the pace has indeed already increased from the slow start in 2016.
- Children's governance arrangements have been strengthened by sight of the review paper presented to Executive Cabinet on 25 July 2018. This includes a strengthening of the Council's Corporate Parenting Board, as well as an engaged Youth Council and Children in Care Council. Members were pleased to observe the comments of a renewed direction and commitment expressed by Councillor Ryan, supported by the new Director of Children's Services (DCS).
- Plans are afoot for new safeguarding arrangements, enabling Tameside to be considered somewhat of a pathfinder in this area with regards to stakeholder involvement and delivery.
- Work has been undertaken to develop a new Multi-Agency Safeguarding Hub (Mash).

The Panel would like to thank you both for the honest acknowledgement of the challenges faced and the improvement work that remains. I have done my best to articulate some of the main discussion points and views where it is felt that change and progress is still needed. These include:

- The continued poor quality of social work practice (recordings) and supervision remains a worry for the Panel. This includes concerns around the lack of quality in the assessments and plans observed by Ofsted, given that two years have now passed since the initial inspection.
- The Panel was pleased to hear that the high caseloads which have been a consistent factor now appear to be coming down (on average). The high workforce ratio and reliance on agency social workers and managers does stand out as a problem that needs to be addressed, especially with the aims to achieve greater consistency and quality of practice.
- The Panel has previously received projections for what numbers should or could look like in Tameside for both referrals and the total of looked after children, when compared with statistical neighbours. I am aware that we remain in a situation where both are much higher than we would expect or like, and that this ultimately provides a knock-on effect to overall caseload numbers and the need for higher staffing levels.

- On behalf of the Panel I can reaffirm your ambitions to reduce the workforce ratio of agency workers to that which would seem fitting for an authority such as Tameside. I do however recognise that this will ultimately be achieved and determined by overall caseload numbers and the future application of thresholds and successful step downs from social care intervention.
- The safety of children is quite clearly a priority for Children's Services. The Panel are aware that high numbers of children are in contact with social care, whether that is children in need, child protection or looked after children. In the longer term the Panel would like to see evidence of earlier intervention work to strengthen families and support networks, leading to better outcomes for children and families.

A final reflection is that the Panel does have a 'going concern' for the total number of caseloads and the possibility that there may actually be too many children receiving social care intervention at this time. This is not something that appears to be sustainable and in some cases may not be right for the children and families concerned.

The mechanisms that the Council puts in place to support the social care system can also play a huge roll in this and the Panel would like to see how improved outcomes can be achieved through better use of the MASH, permanence planning, accessible and effective early help for struggling families and appropriate and safe step down arrangements, underpinned by the need to strengthen families and their coping mechanisms.

This hopefully provides you with insight to the views of the Scrutiny Panel and I hope this is received in the manner in which it is intended, that is, to support the work of services to improve outcomes for Tameside children and families. I do not consider this letter to require a formal response, but would like regular contact to be maintained and key plans and messages shared with the Scrutiny Panel on an on-going basis.

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

Yours sincerely

**Councillor Gillian Peet**  
**Chair – Integrated Care and Wellbeing Scrutiny Panel**

This page is intentionally left blank