

INTEGRATED CARE AND WELLBEING SCRUTINY PANEL

Day: Thursday
Date: 5 November 2020
Time: 6.00 pm
Place: Zoom Meeting

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE	
2.	MINUTES To approve as a correct record, the Minutes of the proceedings of the Integrated Care and Wellbeing Scrutiny Panel held on 10 September 2020.	1 - 4
3.	CHILDREN'S SERVICES The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); Richard Hancock, Director of Children's Services, to receive an overview of Children's Social Care improvements.	5 - 20
4.	SCRUTINY MID-YEAR BUDGET UPDATE To receive for information, a letter from Scrutiny Chairs to Councillor Oliver Ryan, Executive Member, Finance and Economic Growth, in response to the mid-year budget update meetings held on 22 September 2020.	21 - 24
5.	GREATER MANCHESTER SCRUTINY The Chair to discuss priorities and recent activity of the Greater Manchester Combined Authority Scrutiny Committees.	
6.	CHAIR'S UPDATE The Chair to provide a verbal update on recent activity and future priorities for the Panel.	
7.	DATE OF NEXT MEETING To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on Thursday 14 January 2021.	
8.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with	

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.

Item No.	AGENDA	Page No
-------------	--------	------------

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.

Integrated Care and Wellbeing Scrutiny Panel **10 September 2020**

Commenced: 6.00pm

Terminated: 7.50pm

Present: Councillors T Smith (Chair), Affleck, Alam, Cooper, Jackson, Martin, Mills, Owen, Patrick, Welsh.

Apologies for absence: Councillors Boyle, Drennan, Gosling, S Homer, Wild.

15. MINUTES

The minutes of the meeting of the Integrated Care and Wellbeing Scrutiny Panel held on 30 July 2020 were approved as a correct record.

16. GP PATIENT SURVEY 2020

The Panel welcomed Councillor Eleanor Wills, Executive Member, Health, Social Care and Population Health; and Jessica Williams, Director of Commissioning, to present a service response to the results from the GP Patient Survey 2020 for Tameside & Glossop.

Ms Williams informed members that results from the most recent survey are disappointing for Tameside & Glossop Clinical Commissioning Group (CCG), with outcomes below expected levels. The survey provides data that will be utilised to inform future improvement methods.

The Panel heard that the majority of data was collected prior to April 2020 and is therefore a pre-covid assessment. The survey is undertaken annually and provides a snapshot of patient experience of general practice during the 3-month period from 2 January and 3 April 2020. The survey is one of the tools used within the routine monitoring level of the CCG's Primary Care Quality Assurance process to understand quality reviewing patient safety, patient outcomes and patient experience.

The GP Patient Survey measures patients' experiences across a range of topics, including:

- Making appointments
- Waiting times
- Perceptions of care at appointments
- Practice opening hours
- Out-of-hours services

Patient experience is an important indicator of quality in general practice, which includes how easy it is to access. No system of access will work for all patients and needs to be designed to appeal to the widest group of patients possible. General practitioners need to be the driver of their own improvement. By using data to understand their current position they can put in place plans relevant to their individual practices to support improvements in patient experience.

In these circumstances the role of the CCG is to provide that data to practices alongside forums where practices can discuss their successes and challenges, explaining what has and hasn't worked for them. Practices often work in different ways and have different patient demographics, however the power of peer discussions allows for good practice to be shared.

The Primary Care Network can also influence and facilitate the sharing of good practice. Sharing good practice is a tool that has previously been shown to work with Tameside and Glossop

practices and is a key part of the Quality Improvement indicators in the Quality and Outcomes Framework.

The Panel asked about general engagement with patients and whether there is a need to try and increase the number of surveys completed at each practice.

Miss Williams informed members that there are a number of lessons to take forward, with particular reference made to how general practice work to engage the local population. Responses are relatively low in some areas and at a local level, Healthwatch and patient groups may have a role to play in future feedback. It is important to note that the survey is only one of the tools used to assess general practice, which can be separate to the quality of care. The service will be undertaking targeted work within the borough.

The Panel asked about accessibility of the survey, given the relatively low response rate.

Miss Williams reported that the survey is only available to patients registered with each practice and is sent out to a small sample. It is a paper questionnaire of multiple choice.

Resolved: That Cllr Wills and Ms Williams be thanked for attending the meeting.

17. PUBLIC HEALTH RESPONSE TO COVID-19

The Panel welcomed Councillor Eleanor Wills, Executive Member, Health, Social Care and Population Health; Jeanelle De Gruchy, Director of Population Health; and Debbie Watson, Assistant Director, Population Health, to present an overview of the local Public Health response, the transition from crisis management to recovery and the implementation, management and effectiveness of Test and Trace in Tameside.

Ms De Gruchy informed members that the situation regarding Covid-19 in Greater Manchester is moving quite rapidly, with rates increasing. The presentation looks to explain the current position, actions likely to be required and the importance of future decision-making.

Tameside is experiencing an increase in community transmission, which impacts older residents and care homes. Data shows that unfortunately this has now translated to an increase in deaths, with the hospital recording 13 Covid-19 related deaths during a recent 7-day period.

A change to local restrictions took place on 31 July 2020, with the aim to limit social contact between households. It is important to recognise that the landscape can change quite quickly, which impacts the decisions made to increase or decrease the level of additional restrictions. This therefore requires regular communication and engagement with residents on both national and regional guidance.

It was reported that priority testing is taking place for residents with symptoms, however some issues have arisen regarding capacity. Areas with higher rates are being prioritised for testing. Testing sites were discussed and the locations of mobile testing locations within the borough. Tameside is looking to identify and plan for a permanent testing facility that would ideally operate between the hours of 8am and 8pm without closure.

Improving the efficiency of testing is vital to our local response. This ultimately allows us to initiate contact tracing, identify sources of transmission and contain the virus. Further detail was provided in relation to the Test and Trace Programme, as well as the GM Hub being set up to deal with more complex cases that would be handed over from the national contact teams. Discussion concluded with awareness raising of the Tameside Community Champions scheme.

The Panel asked if a change to the recording of mortality has impacted local figures.

Ms De Gruchy informed members that a change was made to the way in which the Office for National Statistics records mortality. This is when numbers increased for Tameside and we have become aware of the higher rate since that change. This also connects with local intelligence and recent activity at the hospital.

The Panel asked about testing kits provided to schools in the borough and future plans to support educational settings.

Ms Watson confirmed that nationally all schools have received an initial supply of 10 testing kits, where quick access is needed. Plans are now in place to replenish the kits and this is something we have already been doing in Tameside. It is important to mention that we have only experienced single cases in Tameside schools and should an outbreak occur, that being two or more cases that are linked, this would result in a speedy and coordinated response for which plans have been drawn.

Resolved: That Cllr Wills and Ms Williams be thanked for attending the meeting.

18. OMBUDSMAN ANNUAL REPORT FOR COMPLAINTS MONITORING

The Panel received the Local Government and Social Care Ombudsman Annual Report, as tabled at the meeting of Overview Panel on 7 September 2020.

19. GREATER MANCHESTER SCRUTINY

The Chair provided a verbal update on recent activity. Regular Scrutiny update emails will continue to include a link to all public papers for the Greater Manchester Combined Authority Scrutiny Committees.

20. CHAIR'S UPDATE

The Chair informed panel members that the next meeting of the Children's Working Group will take place on 17 September 2020. The group are to reviewing the impacts of Covid-19 on education provision and attainment.

All scrutiny members should now have received a calendar invitation for the mid-year budget updates meetings scheduled for 1pm and 6pm on 22 September 2020.

21. DATE OF NEXT MEETING

To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on 5 November 2020.

22. URGENT ITEMS

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

CHAIR

This page is intentionally left blank

Integrated Care and Wellbeing Scrutiny Children's Services post ILACS update and Covid

Richard Hancock

5th November 2020

Page 5

Agenda Item 3



CORPORATE PLAN PRIORITIES

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

Page 6

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

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



SERVICE OBJECTIVES

- Children and families at the heart of our services, built on a *new relationship of doing with, not to*
- *Wellbeing, prevention and early intervention* so families are able to thrive and grow
- Support in a crisis to help keep children with families through *behaviour change and supporting families to be in control*
- Responsive *evidence led* system, delivering high quality *place based* services
- Best possible *asset and strengths based* support for children in our care, care leavers and those with specialist needs
- Sustainable and effective services through *new investment and resourcing models*

EARLY HELP

- EH Strategy launched and action plan and priorities in place.
- ***We have develop model of core multi-disciplinary EH service in each neighbourhood*** - Working re co-location in the four Children's Centres - blended offer of rotas of home working and office base.
- Parenting Strategy launched
- Young Carers Review completed.

- NB - The projects in ***bold italics*** are those currently being led by the 7 Looked After Sustainability Projects 'task and finish' group



EARLY HELP (CONT.)

- ***New Family Support Service*** - launched Sept 2020 – 7 day working.
- Early Help Assessment (EHA) and Signs of Safety (SOS) rolled out to all partners – still working to embed.
- Early Help module in ICS to be launched October .
- ***Complete roll out of Team Around the School (TAS) to all remaining schools, plus PVI and colleges. 84 schools as of Sept 2020.***
- Increase take up of Free Entitlement Funding (FEF). monitoring due to COVID currently at 82%.
- ***Expand capacity of Family Group Conferencing service moving further up-stream - completed summer 2020.***



SAFEGUARDING & FRONT DOOR

- *Duty & locality teams restructure (from MASH / duty & locality / LAC to MASH / locality / LAC) – completed 7th Sept.*
- Education representation in place.
- Complex safeguarding team launched.
- Co-location planning underway, but timescales unclear due to Covid
- More streamlined PLO and care planning / proceedings - new PLO manager appointed.
- ISCAN service review (Health, CSC and Education) completed and objectives agreed on multi agency basis – next steps/options paper being worked up Sept/Oct.
- Review of contact/family time arrangements completed – proposed to move away from a fixed point towards a community and district based model.



Children Looked After (Cared for Children), and Care Leavers

- High cost placements action plan- all placements now reviewed and RAG rated.
- ***Edge of Care to expand into wider support service – Family Intervention Service now aligned and management integrated.***
- ***Positive Futures- develop residential respite / short break and assessment service – some delay due to purchase falling through.***
- ***Fostering action plan – refresh offer incl. payments, training and support – A comprehensive fostering action plan is in place and is being implemented. The review of the fostering service has been completed – “Foster Care offer” paper to Board November 2020.***



CHILDREN LOOKED AFTER (CARED FOR CHILDREN), AND CARE LEAVERS (CONT.)

- Mocking Bird Programme / Fostering Network. A options paper outline a GM collaboration to implementing Mockingbird has been completed and agreed by GM AD's progress delayed due to COVID.
- Corporate Parenting action plan - . Action plan signed off by Corporate Parenting Board (CPB) and forward plan agreed – regular reporting to CPB.
- Leaving care action plan - Signed off by CPB and reported under forward plan
- 18+ care leaver accommodation - Significant delays to securing additional supported accommodation – plans now in place for an additional 17 properties – 11 now delivered.
- ***Placements Sufficiency Action Plan / Improve care/permanence planning – including commissioning for quality, QA and improved contract management - QA Framework signed off in March and piloted to July for 16+ places; evaluation being completed. IPAs in place for all social care placements.***



QUALITY ASSURANCE

- CSC - Quality Assurance Framework – new QA framework includes SoS – completed August 2020 – needs to be fully embedded.
- Audit Framework – revised in line with Signs of Safety - as above
- Close the loop – better embed learning from practice audits, thematic audits and case reviews. Audit process changed – August, to shift to operational team/service managers with fewer better quality audits to begin to embed case oversight by teams – learning loop requires further work.
- Independent Reviewing Officers / Chairs – improve timeliness, challenge, quality and impact - ICPCs and CLA reviews have improved in timeliness from May onwards.



CROSS CUTTING ENABLERS

- Integrated Children's System Upgrade – planned for Oct/Nov 2020.
- Recruitment and retention - Increased agency use since changes to agency rates in Feb – primarily in Looked After – Perm appointments should reduce this in Oct – Dec.
- Skills and training – Covid19 impact has required a major channel shift in how training & development is provided, it has been necessary to move from the traditional Face to Face delivery to a safer more digital approach.
- Further integrated working with local CAMHS services. Single point of access for Health Young Minds aligned to Early Help Access Point and MASH implemented July 2020 - work ongoing for co-location of MASH/ SPOE / EHAP – ambition to completed by December 2020.



COMPLETED – INCLUDES:

- LISTENing – co-production framework for children and families – agreed and implemented.
- ILACS action plan – standalone action plan monitored from July 2018 to March 2019 – outstanding actions at March 2019 dropped into individual service plans.
- SEND - Local Offer launched.
- Care Leaver Local Offer launched.
- EH Website launched.



COVID

NEW WAYS OF WORKING ACROSS CHILDREN'S SERVICES

Page 16

In COVID, delivering services to children and families has required us to work very differently and creatively whilst ensuring that our statutory responsibilities are not compromised.



VISITS AND ASSESSMENT

- Face to face visits were initially reduced to virtual visits where possible but have continued throughout the pandemic.
- Risk assessments were undertaken where face to face visits required.
- New procedures developed.
- PPE provided.

Page 17

Changes to Contact/Family Time.

Easement of regulations supported this approach.

Continue to review our approach with consideration to national guidance and public health advice.

- Easement of regulation is no longer in place.
- Face to face visits are now expected although they continue to be risk assessed to ensure safety of children and staff.



EDUCATION

- Education services reconfigured to provide a SPOC for every school with daily contacts.
- Early Help services reconfigured to provide quick response to any emerging issues.

Clear focus on the vulnerable (EHCPs, CIN, CP, Cared for Child).

Risk assessments across children with an EHCPs and Children with a Social Worker.

- Continuing close engagement between school, Early Help and Social Care following wider school opening.
- Laptops distributed.



CONFERENCE AND REVIEWS

- Initially held virtually.
- Now moved to a hybrid model - chair physically meeting with parents and the SW to ensure we are promoting engagement, the rest of the meeting taking place virtually.



THE TAMESIDE SAFEGUARDING CHILDREN'S PARTNERSHIP

- Exec initially met weekly and more recently fortnightly.
- Oversight, guidance and scrutiny of the partnerships activity.
- Challenge and focused audit activity.



Chairs of the Scrutiny Panels

Councillors Teresa Smith and Mike Glover

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

email:	paul.radcliffe@tameside.gov.uk
Ask for	Paul Radcliffe
Direct Line	0161 342 2199
Date	16 October 2020

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

Tom Wilkinson
Assistant Director of Finance

Dear Councillor Ryan and Mr Wilkinson,

Scrutiny mid-year Budget update 2020/21

We write in response to the mid-year budget update meetings held on 22 September 2020. Thank you for the time taken to provide all scrutiny members with the opportunity to receive a comprehensive appraisal, which included an overview of financial impacts and projections related to Covid-19.

The budget monitoring information continues to inform future work priorities for the Scrutiny Panels. The regular updates also enable members to seek assurances on the Strategic Commission's approach to managing and mitigating both the direct and indirect impacts that Covid-19 will continue to have on residents, communities and the local economy.

This letter provides an account of discussions captured from the meetings and it is hoped that the collective points will support the wider Budget Conversation for 2021/22. Please pass our thanks to the Director of Finance and we will ensure that the Council's Overview Panel receive a suitable update on this activity at the next meeting on 23 November 2020.

Uncertainty associated with a single year financial settlement for 2020/21 has unfortunately coincided with the emergence of a global pandemic. The circumstance of which has resulted in an unprecedented and unforeseen level of external pressure on national, regional and local budgets. Members appreciate that the current financial impacts are difficult to measure, given the complexities and unknowns that such a public health emergency will continue to have on Tameside.

The strength of local partnerships and cooperative working has allowed the authority to draw on a wealth of information that will ultimately inform a local financial and economic recovery plan. Tameside continues to face significant challenges related to health outcomes, skill levels and employment, with Covid-19 presenting an unparalleled level of pressure on front line services. Our communities continue to show a level of compassion and determination needed to ensure we can get through this together.

The local transformation and integration programme between the Council and health services has resulted in a number of gains, which have enabled the local response to be focused, fast and flexible. An example of this being the Humanitarian Hub. The progress made in this area has benefited Tameside and the collaboration between health and social care has allowed resources to be both targeted and shared.

Future challenges remain and they are likely to be profound and far-reaching on the resilience of households and communities. This includes factors such as the uncertainty of future employment, housing, education and timely access to healthcare and support. Members are conscious of the need to effectively plan for challenges that residents are likely to face going forward, and the impact that will have on the demand for services and budgets.

Additional concerns include the delayed and long-term impacts of Covid-19, with reference made to the viability of local businesses and future employment levels in the borough. Imminent changes to the furlough scheme are likely to present a number of risks and uncertainties, with the addition of a tiered approach that may result in significant curtailments for Greater Manchester if we are to be placed into Tier 3.

It was reassuring to hear that a number of financial monitoring mechanisms are in place to identify, separate and closely monitor covid and non-covid impacts to the budget. It was reported that to date a sufficient level of funding and support has been received to address in-year financial pressures. Members agree with the key risk factors identified and continued pressures placed on statutory services.

While non-discriminatory, the virus has unfortunately had a disproportionate impact on certain sectors of the local economy and their ability to function under current restrictions. There has also been a notable reduction in projected income for the Council and upcoming challenges associated with a second wave.

It was reported that the collection of Council Tax and Business Rates is below expected levels, which in itself reflects the hardship faced and is a reflection of the tough decisions that households and businesses face. Should tighter restrictions come into force, this may require a review of the Council's collection strategy in the short-term to address the range of issues associated with such arrears.

The Scrutiny Panels have continued to review the ability of services to improve outcomes for residents while at the same time deliver value for money. The Council continues to face high levels of demand on statutory services and members are supportive of a short-term need to allocate additional financial resource to Children's Services. However, concerns were raised on the Council's ability to sustain budget increases of this nature in future years. Improving outcomes for children and vulnerable residents remains a pressure and Scrutiny will continue to work with services to review the impact of sustainability projects.

Members felt that the strategic direction for economic growth and recovery has an important role to play going forward. Mr Wilkinson advised that the Growth directorate has received additional investment to progress strategic priorities. The development of separate housing and estate strategies is welcomed and it was viewed that work in related areas needs to deliver inclusive growth across all communities.

The Executive has remained supportive of Scrutiny reporting methods which ensure findings and recommendations are shared in a timely manner and to prevent delay. Scrutiny will continue to seek assurances and identify suitable opportunities to inform local, regional and national decision making.

The Council will undoubtedly achieve a greater level of confidence and assurance if a long-term funding package is to be granted. With a need to plan past 2021, scrutiny members welcome and encourage transparency in budget conversations and request that bi-annual engagement with Scrutiny Panels remain in place going forward. We confirmed that a future budget session with scrutiny members is planned for 18 January 2021, to form part of formal budget procedures for 2021/22.

Yours sincerely,

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

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

This page is intentionally left blank