

INTEGRATED CARE AND WELLBEING SCRUTINY PANEL

Day: Thursday
Date: 29 July 2021
Time: 6.00 pm
Place: Dukinfield Town Hall

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 June 2021.	1 - 4
3.	CHILDREN'S SERVICES The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children's and Families); and Richard Hancock, Director of Children's Services, to receive an update on outcomes from the recent Ofsted Focused Visit.	5 - 38
4.	FUTURE ACTIVITY AND REVIEWS The Chair to discuss and agree future work priorities, timescales and the planned approach to in-depth reviews.	
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 9 September 2021.	
8.	URGENT ITEMS 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.

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Integrated Care and Wellbeing Scrutiny Panel

10 June 2021

(Meeting held virtually with live webcast. To ratify minutes and discussion points at the meeting of the Integrated Care and Wellbeing Scrutiny Panel on 29 July 2021)

Commenced: 6.00pm

Terminated: 6.50pm

Present: Councillors T Smith (Chair), S Homer (Deputy Chair), Affleck, Alam, Cooper, Jackson, Martin, Owen, Pearce, N Sharif, Welsh.

Apologies: Councillors Drennan, Patrick, Sweeton.

1. MINUTES

The minutes of the meeting of the Integrated Care and Wellbeing Scrutiny Panel held on 11 March 2021 were approved as a correct record.

2. HEALTH AND CARE BILL

The Panel welcomed Jessica Williams, Director of Commissioning, Tameside & Glossop Strategic Commission, to receive an update on proposals set within the White Paper - Integration and innovation: working together to improve health and social care for all.

Ms Williams informed members that the White Paper sets out legislative proposals for changes to the health and care system. The four overarching aims are to:

- Improve population health and healthcare
- Tackle unequal outcomes and access
- Enhance productivity and value for money
- Help the NHS to support broader social and economic development

Subject to legislative timescales, the Council is working towards an initial date of April 2022 at which point local Clinical Commissioning Groups will merge into Integrated Care Systems (ICS). At a regional level, the ten CCGs across Greater Manchester will form a statutory and coterminous Greater Manchester Integrated Care System (GMICS).

Questions and concerns have arisen, which mainly focus on local arrangements for Tameside & Glossop, given that the CCG area covers residents and patients of Derbyshire. The process for agreeing the boundary is not yet clear and further guidance is imminent. Work will continue to plan and prioritise the best interests of residents while awaiting a decision, with shadow arrangements expected from September 2021.

There is an expectation that NHS organisations continue to develop relationships with local government and communities to join up health and social care and to tackle wider social and economic determinants of health. The aim is to move away from competition in healthcare towards a new model of collaboration, partnership and integration.

It is important to note that achievements in local integration across the Council and CCG will not deplete as a result of this process. As services recover from the pandemic and respond to the White Paper this provides a renewed opportunity to reset and redefine a shared common purpose.

The Panel heard that a Tameside & Glossop Integrated Care Transition Board is to oversee and set the direction of work.

Ms Williams responded to a number of questions from the Panel on:

- Future challenges envisaged around access to primary care and other key health services
- Equity of access to healthcare under a new Integrated Care System
- Local CCG workforce arrangements under a GMICS
- Methods to monitor the impact and outcomes of transition on population health gain and sustainability
- Community engagement

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

3. ANNUAL WORK PROGRAMME

Tameside Scrutiny Panels are required to publish an Annual Work Programme of planned activity. The programme of work will cover a two-year rolling period that is to be reviewed, updated and agreed on an annual basis.

The Chair presented a list of topics for the 2021/22 municipal year and beyond. Panel members agreed that Scrutiny must continue to adapt accordingly to consider appropriate matters with a keen eye on recovery, community and economic resilience.

The Chair noted comments from members to inform the final document. It was agreed that a comprehensive scoping exercise will take place at the start of any in-depth review to agree the aim, objectives and requests for information. Next step is for Overview Panel to receive Scrutiny Work Programmes on 26 July 2021.

Scrutiny activity will continue to adopt a combination of approaches to review service and performance updates, respond to formal consultations, focus reports of the Local Government and Social Care Ombudsman and areas in need of more in-depth review. This includes a responsibility for:

- Research and insight on a particular issue, including in-depth and desktop reviews
- Review of decisions and recommendations
- Follow-up (from previous review / municipal year)
- Engagement and consultation – to provide responses to pre-decision activity
- Consideration of decisions and reports from the Ombudsman
- Receive updates on key issues as they arise
- Active monitoring of national and regional policy and substantive variation to service change

Scrutiny activity will continue to take place outside of the formal meetings, with all findings and recommendations presented to the full panel for comment and approval. The improved flexibility allows speedier and timelier work to be undertaken, creating further opportunity to both influence and inform the impact of decisions made.

Resolved: That the annual work programme of the Place and External Relations Scrutiny Panel be agreed.

4. CHILDREN'S WORKING GROUP

The Chair confirmed that the fixed Children's Working Group will remain in place for 2021/22. The working group will consist of councillors from the panel and continued participation of co-opted adults and young people.

There will be four fixed meeting dates during the municipal year. The meetings will continue to be held in private, as is standard for a working group. All findings and actions of the group to be shared at the next available meeting of the Integrated Care and Wellbeing Scrutiny Panel.

Resolved: Future meeting dates to be confirmed and circulated to members by email and as a calendar invitation.

5. DATE OF NEXT MEETING

To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on 29 July 2021.

6. URGENT ITEMS

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

CHAIR

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Integrated Care and Wellbeing Scrutiny Panel 29 July

Childrens improvement projects and
Ofsted focused visit.

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Agenda Item 3



Our Improvement Journey

- 2016 Onwards. Significantly increased activity post inspection including numbers of children becoming looked after
- 2018. Investment in early help and sustainability. Led to improvements in performance, earlier support for children and families- reduction in demand and level of statutory intervention
- 2019 – Improvements recognised by Ofsted
- 2020 - DFE intervention ends- assured around progress
- 2020. Pandemic. Following initial reduction in contact have seen increases in contacts and numbers of children and families needing our help. Impact less than some other areas due to focus on early help

Our Improvement Journey

- Invested in early help, social work, signs of safety, accommodation options, 7 day a week model, social workers in schools and much more
- Ongoing independent oversight through Improvement Board.
- 2021 Covid Ofsted Monitoring Visit. Focused on how we supported children and families and where we could improve- no Priority Actions

Our Improvement Framework

- 7 Sustainability Projects- Phase One
- 4 Investable Propositions- Phase Two
- One Million Pound Investment
- Oversight from Improvement Board, Strategic Review Meeting and Scrutiny
- Cross Organisational Priority

Phase one - 7 Sustainability Projects

- Safely reduce the need for children to be care
- Strengthening prevention work, improving children's progress through care.
- Ensuring Cared for Children have a plan to achieve permanence at the earliest opportunity
- Tameside Children should be placed in Tameside in a family setting.
- For those Tameside children who cannot live in a family setting we need to ensure they have the right alternative provision that supports their needs and where ever possible this should be in Tameside.

7 Sustainability Projects

System wide from Early Help to Leaving Care

1 – Early Help & Prevention At A
Neighbourhood Level

Page 10 2 – Family Intervention Service

3 – Team Around The Setting

4 – Duty / Locality Restructure

5 – Positive Futures (Respite / Assessment)

6 – Fostering Service Improvement

7 – Placements Review & Sufficiency

Phase Two - 4 Investable Propositions

To move forward Faster and Further

1. Delivery of a Rapid Improvement Plan
2. Social work and Personal Advisor capacity
3. Enhanced Commissioning, Brokerage and Monitoring function.
4. Enhanced Quality and Performance capacity

The Covid Impact on Current Demand

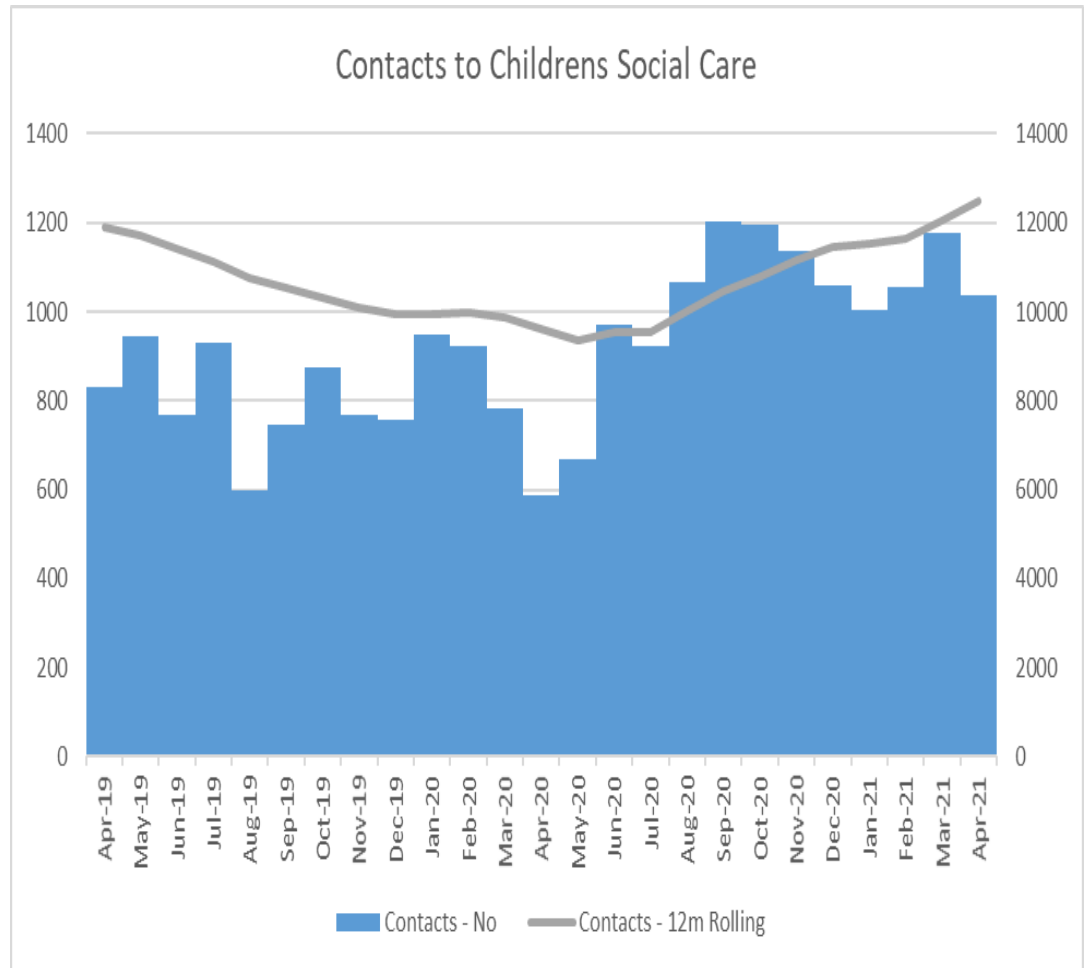
- Prior to Covid demands into the statutory system was on a downward trajectory - Contacts, Referrals, CiN, open cases 2018 - 2020
- This can be tracked against Early Help activity
- The last 8-10 months have seen escalating demands
- Without the work in 2018/19 and our targeted approach during Covid this demand is likely to have been higher

Contact

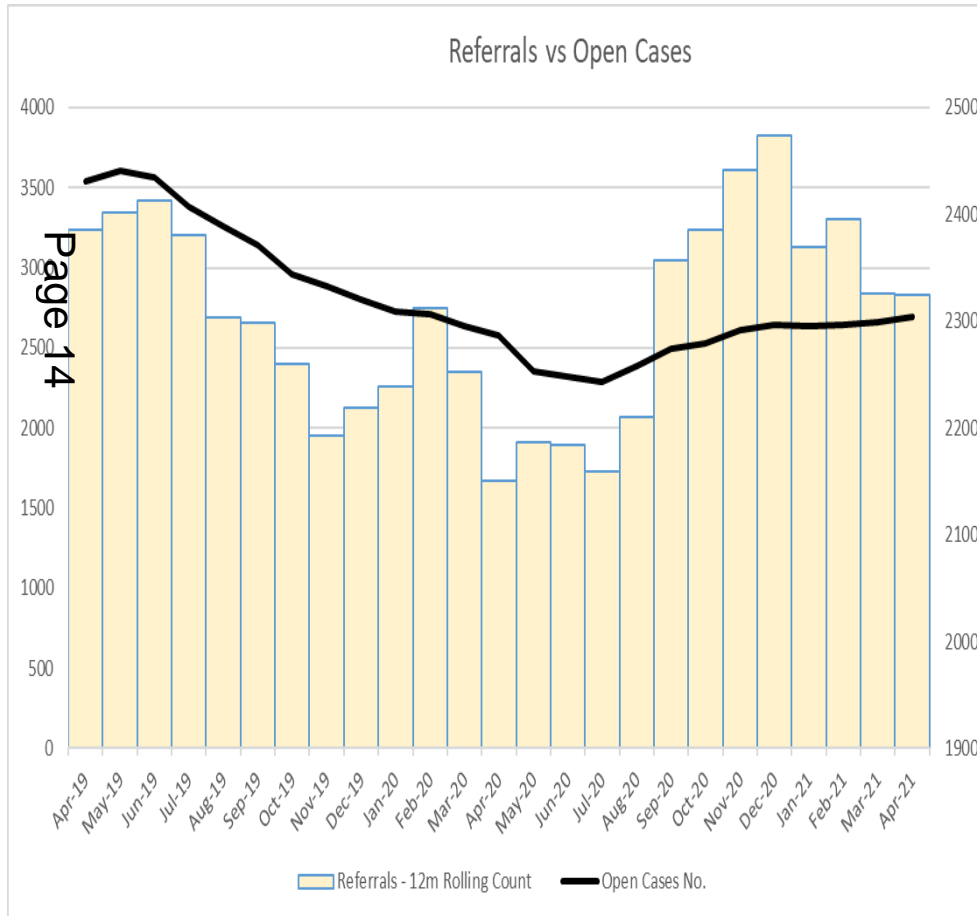
Rolling 12 month contact trends in contact shows continued growth.

12 month count dropped to 9343 in May 2020 rising to 12493 at the end of April – growth of 25%

Contact drops for a short period only at the start of the pandemic increased to above pre-pandemic level by July 2020.



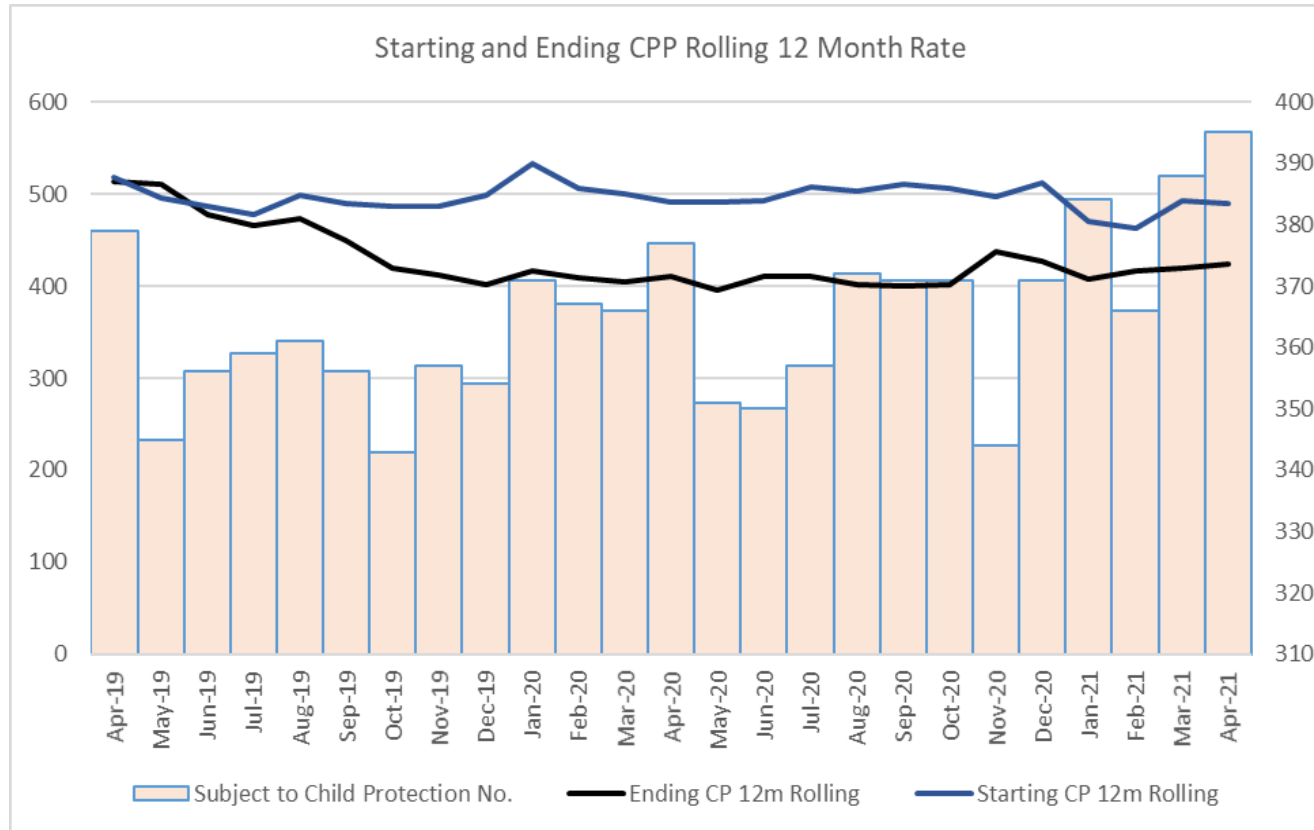
Open Cases



Between July and December 2020 the total number of open cases rose by 11% from 2159 to a peak of 2474 dropping to 2324 by April 2021.

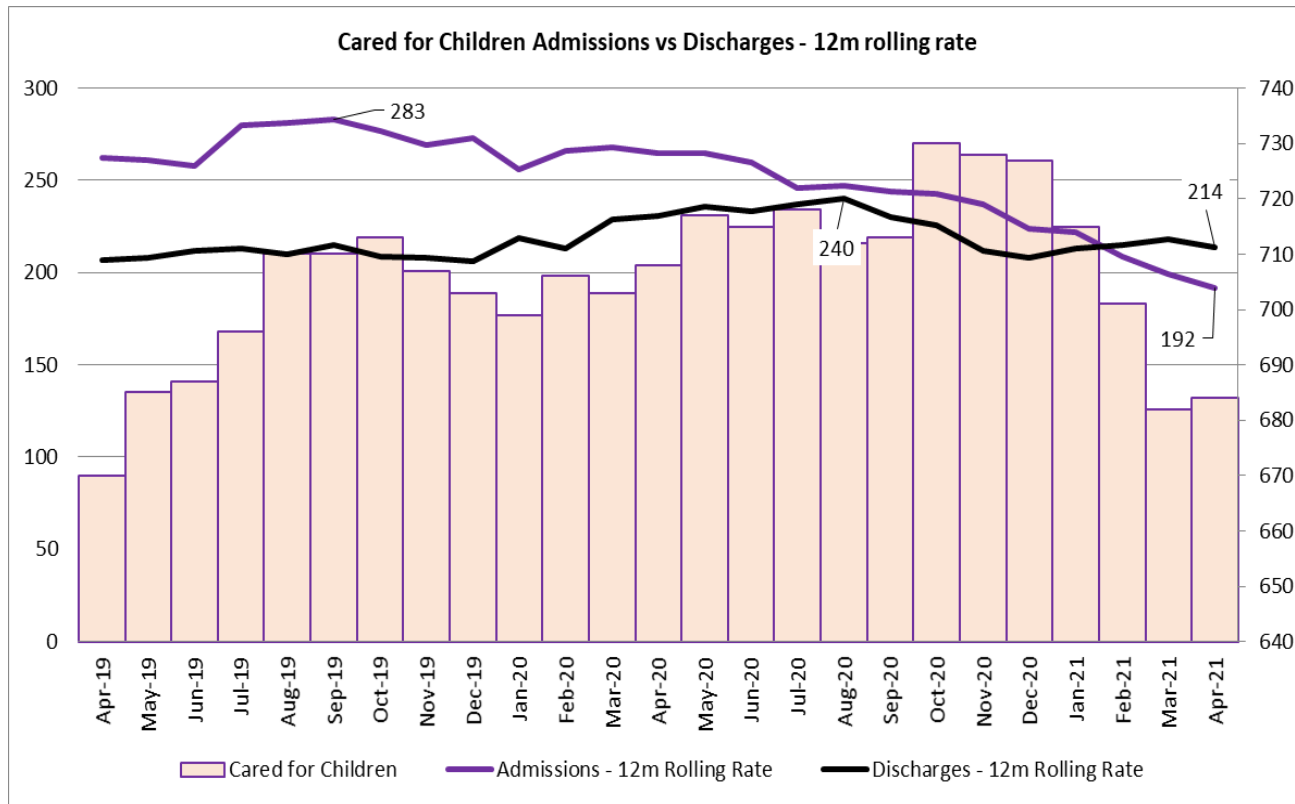
Subject to Child Protection

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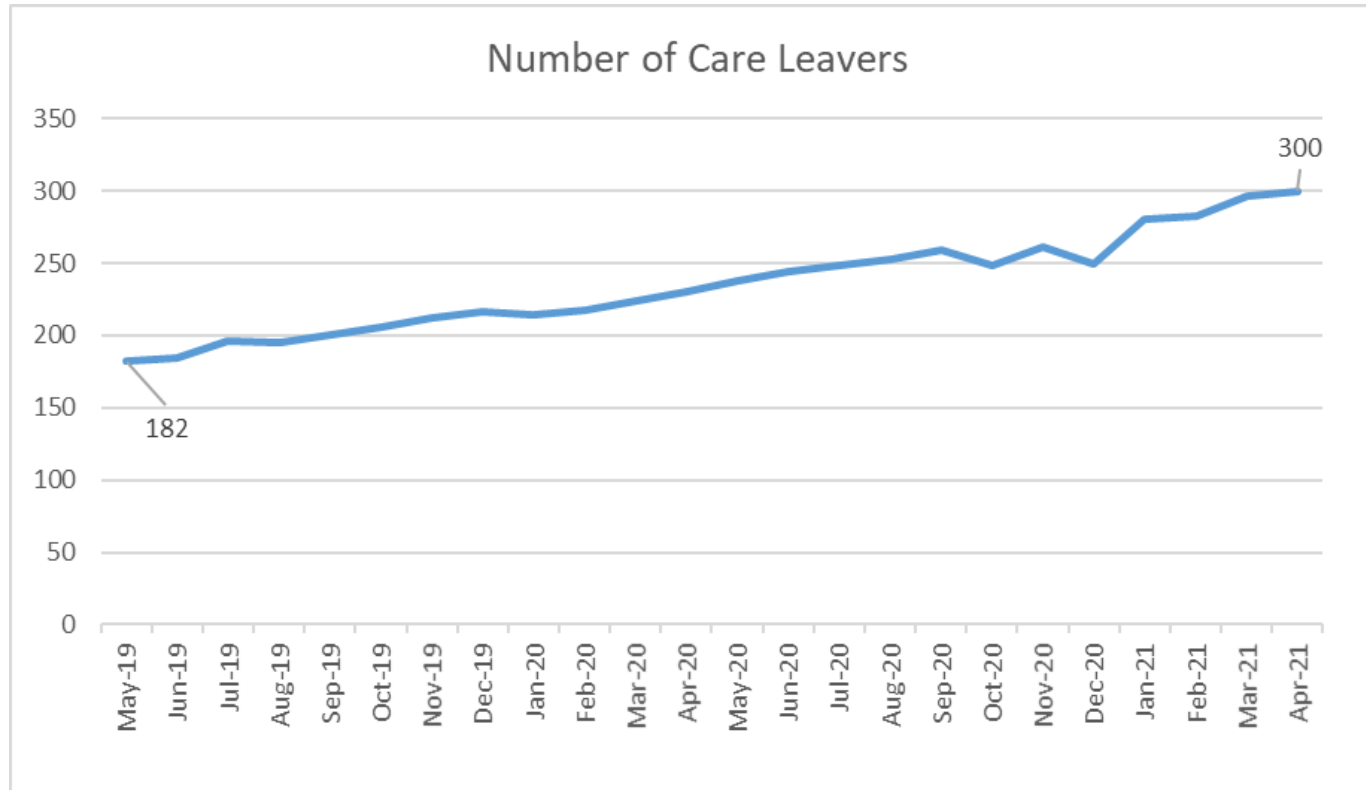
Between Nov 20 and April 21 the number of Children Subject to Child Protection has grown by 5% to from 377 to 395 compared to 1.4% growth between 2018/19 and 2019/20.

Cared for Children



Rolling numbers of Admissions for cared for children peaked in Sept 2019 have followed a broadly downward trend since this point which has compensated for a drop in discharges in the early part of the pandemic. Numbers of Cared for Children peaked at 730 in October 2020 and have reduced by 6% to 684 at the end of April

Care Leavers



Between May 2019 and April 2021 the number of care leavers increased by 39% from 182 to 300

Our Activity During Covid

- Targeted support - **400 families on a CIN plan**
- Humanitarian Hub/Early Help **60+ families supported**
- Links with schools identified **964 children only 2 escalated to CSC**
- Early Years virtual Offer **1,200 children supported through Children Centre pathways and 3,000 attendees on virtual groups**
- Early Help Strategy & Webpage Launched **over 9,000 hits**
- Virtual group, online and 1-1 parenting support - Over **200 families**
- **Family Group Conference** supporting **320 children**
- 7 day working: 8-8 Mon -Fri and 9-4 Sat and Sun

Activity During Covid 2

- Link strengthened between EH and CSC
- Individual child level risk assessments
- Safer at school/safer at home
- Visits virtual and face/face continued.
- Oversight from Independent Reviewing Officer and Child Protection Conference Chairs.
- Virtual Conferences and Reviews.
- Impact on stability of placements/outbreak management.

Children's services - feedback comments

Since Martin became Kalels social worker the communication between ourselves and the local authority has greatly increased not only does martin keep us in the loop of what's going on, we have also progressed further into the whole process

Thanks Mr & Mrs T

Support from staff at home.
Support from Cass going on weekly walks. Melissa my PA has also been checking in regularly.

My support worker has always been there for me when I have needed her. We have a wonderful relationship and I feel like I can trust her with anything

Aisha has been really helpful to us we can ask advice n she gives us helpful tips regarding the kids also she's helped us a lot with skip and gas and electric.

My support worker is the best

Great social worker- shout out to Regan!!
The best you could ask for

Social services have got it right by employing such a good n dedicated person she needs a award for getting us through.

I sent you a message today on WhatsApp I cannot say how much I appreciate what you have done for us !
Your the best star Sauls guardian angel as he said ! I am so thankful to you to bring my little big boy back to where he should be X your the best he's had the best day today with his friends he's soooo happy  Thank you

So caring and open to talk to

My PA has kept in touch with me a lot I've lockdown. She's also been to see me outside the flat and kept social distancing.

They are the kindest people I have ever known

You've changed my life. Simple. You had hope for me when I didn't have any and now I see it. I needed someone to be consistent and you have been.

Emily has been there 4 years! Now I rely on her more than I ever would my family.

When Aisha knocks at the door I gladly welcome her an feel really comfortable letting her in she's the best social worker ever n I've had a few she's also really good with the kids they smile when she comes round.
Natalie & Craig B
thanx

My Personal Advisor is very friendly and approachable

Thank Laura for being so supportive and present and contactable and working with them, replying timely to emails and phone calls. Laura has been brilliant, she has really been there for Ben and Josh and she 100% believes that Laura has the boys' best interests at heart and goes above and beyond in everything she does. They really appreciate her and what she's done.

My pa has been amazing with getting in touch to make sure I have everything and if I need any help with anything.

National Messages

National Messages

Independent Review of Childrens Social Care

“The Case for Change” - 2021

- “Improving children’s social care is not something that national government, local authorities or other partners can achieve on their own. **The statutory children’s social care “system” is only the tip of the iceberg: promoting and protecting children’s welfare and rights must be a priority that goes beyond any single agency”**

Independent Review of Childrens Social Care

“The Case for Change” - 2021

- **“Investing in family help matters”**
- “Court proceedings are by their nature adversarial and have high human and economic costs - **more work is needed to promote solution finding and non-adversarial approaches before children and families are taken to court.”.**

Independent Review of Childrens Social Care

“The Case for Change” - 2021

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- “There is no situation in the current system where we will not need to spend more - the choice is whether this investment is spent on reform which achieves long term sustainability and better outcomes, or propping up an increasingly expensive and inadequate existing system.”.
- “The “placement market” is broken: we need a pragmatic re-think with all options considered”.

Profit making and Risk in Independent Children's Social Care Placement Providers. LGA - 2nd Update Report: May 2021

- “Total reported **spending on residential care and fostering with the independent sector** across the period of this study **has grown to £2,035 million (an increase of 21% between 2017/18 and 2019/20)**, led by residential care spending growth of 29% and lower fostering growth of 13%. In addition, councils spend around a further £900 million on placements in SEN/Special schools in the non-maintained and independent sectors”

LGA - 2nd June 2021

- **“Soaring demand to help safeguard children and funding pressures meant councils in England had to overspend on children’s social care budgets by £832 million in 2019/20, Local Government Association analysis shows”.**
- **“More than eight in 10 councils in England responsible for children’s social care overspent in the year to 2019/20. This comes despite councils increasing their budgets by £535 million that year and by £1.1 billion in the past two years”.**
- **“In the past decade, the number of Section 47 enquiries, carried out when councils have reasonable cause to suspect a child is suffering, or at risk of, significant harm has increased from 89,300 in 2010 to 201,000 in 2020 - a rise of 125 per cent”.**
- **“The number of children in care in England has increased from 64,470 in 2010 to 80,080 in 2020 – a 24 per cent rise”.**

Ofsted Focused visit May 2021

Positives reported included:

- Child-focused decision-making and support ensure that many disabled children have their needs met - clear and responsive decision-making.
- Foster carers felt well supported and action was taken quickly if cared for children needed extra help or resources. Children in care were supported creatively to see their families, and their wishes and feelings are taken into consideration.
- Effective systems established and strong communication between the local authority and school leaders that supported a positive response to many children.

Positives reported included:

- Early help services which were already being redeveloped were further enhanced, and provided a focus for coordination of appropriate support for an increasing number of families.
- The Multi-agency safeguarding hub undertake timely initial screening of children who are referred to children's social care. They identify those at immediate risk and refer them immediately for social work assessment.
- For most children, decision-making about next steps is appropriate, with thresholds well applied
- Children in need and those subject to child protection plans have been visited regularly, with appropriate consideration of whether visits should be remote or face to face.

Areas for Improvement and Phase Two developments

‘The workloads of social workers and of personal assistants in all teams to enable them to build meaningful relationships with children and young people and deliver effective support to them.’

- ALL children’s social work services have been reviewed re capacity to provide a child centre approach. WE are enhancing Social Work and PA capacity within all of the teams, and for additional wider targeted capacity to be created within key services that support frontline delivery including Signs of Safety and Quality Assurance.

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This additional capacity was agreed by Executive Cabinet on 23rd June and will be rolled out over the coming months as we recruit into these positions.

- WE are currently reviewing the flexible ways of working that we achieved due to the COVID pandemic, and how these models of working can assist us to working smarter and more efficiently moving forward.
- WE are redesigning our offer to Social Work and other staff, in respect of career development and pathway; Upgrading our ASYE support; and our training offer to social workers.

Access to sufficient and suitable placements to ensure children are able to live in places that meet their needs.

- WE are accelerating the 7 Strands/ CLA work – Including our Fostering Offer, two new children's home (respite and assessment).
- WE have revised and launched our three year Foster Carer recruitment strategy.
- We will be increasing capacity in our Commissioning and Brokerage service.
- A review of our residential provision is now underway and we will then be looking to consult on this and implement the results of this review, creating a renewed Residential Offer to our young people.
We are working closely with Housing and Property colleagues, who now have a corporate wide lead on securing increased access to supported accommodation and tenancies for our care leavers.
- WE are working to ensure that more Tameside Cared for Children remain within Tameside and that we have placements and independent accommodation that are able to support and meet the needs of our Care Leavers.

The quality and timeliness of the decision-making for children who are subject to pre-proceedings within the public law outline.

- **What we are doing....**
- WE have been working on upgrading in line with 'Signs of Safety our Pre-proceeding and Public Law Outline work. This is now ready to be rolled out. This has been designed to ensure that children's needs are at the centre of what we are looking to achieve within pre-proceedings.
- WE have implement parts of the Public Law Outline review and we are well into our planning to fully implement the recommendation of this review. This will again improve what we are looking to achieve when we are planning legal action.

Support for care leavers to access education, employment and training and to develop skills to enable them to live independently.

- WE are increasing the number of PAs and SW's within the in Leaving Care Service so that they can work more closely with young people in preparation for independence.
We are looking corporately at our accommodation and transition.
- THE Virtual College has been launched to support Care Leavers into further education and training.
- The Economy, Employment and Skills team are working with Leaving Care and Virtual College to support training and job opportunities
- WE are re-invigorating the Supported Lodging programme for care leavers in Tameside.

The oversight of social work practice by all managers and the scrutiny undertaken by senior leaders to ensure that there is a focus on the experiences and outcomes for children and young people.

- WE are extending the training offer via the Toolbox to include Signs of Safety; refreshers on the basics with a focus on the child's lived experience and the impact this has on their lives.
- WE are looking to increase the capacity within the Quality Assurance service to assist with quality assurance and performance improvement.
- WE are rolling out training for managers and IROs in respect of reflective supervision and lines of sight.
- WE are refocusing our compliance and reporting work to centre on performance/quality assurance of a Child's Daily Lived Experience and the impact this has on their outcomes.

Senior leaders work with health partners to improve attendance at multi-agency meetings and the timeliness of health assessments for children in care.

- WE have undertaken a review of attendance at Multi Agency Meetings and are working closely with our Health Partners, reviewing systems and processes to ensure attendance at multi agency meetings as appropriate.

WE are working with health partners on the timeliness of health assessments for Cared for Children

Thank You

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