

<b>Report to :</b>	<b>HEALTH AND WELLBEING BOARD</b>
<b>Date :</b>	19 January 2017
<b>Board Member / Reporting Officer:</b>	Councillor Kieran Quinn – Executive Leader Councillor Peter Robinson – Executive Member for Children and Families Steven Pleasant – Chief Executive Stephanie Butterworth – Executive Director – People
<b>Subject :</b>	<b>OFSTED INSPECTION OF SERVICES FOR CHILDREN IN NEED OF HELP AND PROTECTION; CHILDREN LOOKED AFTER; AND CARE LEAVERS</b>
<b>Report Summary :</b>	<p>This report updates the Health and Wellbeing Board on the recent Ofsted inspection of services for children in need of help and protection; children looked after; and care leavers. Ofsted also undertook a review of the Tameside Safeguarding Children Board (TCSB).</p> <p>Health and Wellbeing Board are provided with a summary of the Ofsted activity, Ofsted’s judgements and findings about Tameside and the future work Ofsted will undertake as a result of them judging Tameside’s Children’s Services to be inadequate.</p> <p>The report also sets out an approach to a Tameside Children’s Services Improvement Programme including the establishment of a Tameside Children’s Services Improvement Board (TCSIB) to oversee the development and implementation of a Tameside Children’s Services Improvement Plan (TCSIP).</p>
<b>Recommendations :</b>	<p>Health and Wellbeing Board are asked to note the content of the report and the following recommendations agreed by the Council’s Executive Cabinet:</p> <ul style="list-style-type: none"> <li>• Approve the establishment of a Tameside Children’s Services Improvement Board (TCSIB) – with an independent chair – on the basis of the terms of reference laid out at <b><u>Appendix 1</u></b>.</li> <li>• Approve the development of the Tameside Children’s Services Improvement Plan (TCSIP) and Business Plan together with an Investment Plan based on the outline explained in this report.</li> </ul>
<b>Links to Community Strategy :</b>	The Community Strategy and the Corporate Plan outline the priorities for improving the borough of Tameside including the quality of life for children and families, particularly those who are most vulnerable and in need of help. The improvement approach outlined in this report will be the key programme of work supporting the delivery of those priorities.
<b>Financial Implications : (Authorised by the Section 151 Officer)</b>	The financial implications of the Tameside Children’s Services Improvement Plan per recommendation 2 will be included within the associated investment plan once the improvement plan is finalised. The investment plan will include the level and

phasing of the additional investment required, the planned duration either as recurrent or non-recurrent and the expected efficiencies which will also be realised within the service.

It should be noted that the initial phase of the investment plan requirement was approved by the Executive Cabinet of the Council on 14 December 2016. Approval was granted for the three invest to save initiatives: Family Group Conferencing, Edge Of Care Service and From Care To Success, transitional support for Care Leavers. The associated financial implications are contained within the Executive Cabinet report.

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

Whilst many do not recognise the judgment which has been given and the evidential basis upon which the decision made, it has been determined that it is in the best interests of all concerned that rather than challenge the Council will use its resources and efforts to turn the decision around.

**Risk Management :**

As set out in 'Putting Children First' all local authorities that are rated inadequate by Ofsted for their children's services will go into intervention. Failure to respond effectively will lead to escalation of the intervention. The Minister will write to Tameside when the report is published to inform us that the local authority is in intervention and will issue an Improvement Notice. For local authorities like Tameside that are not inadequate in every category ('systemic failure') and that haven't failed two Ofsted inspections in five years ('persistent failure'), the Department for Education expect that most will be able to turn themselves around with support and challenge from experts. To that end the Department will appoint an improvement adviser to work with us, do a diagnostic review of the underlying issues and potential solutions, help us to develop our improvement plan, and provide the longer-term challenge and support. The Department will review progress every six months and will expect to see evidence of good progress at each review point such that we would no longer be inadequate when Ofsted re-inspect after two years. If the progress isn't sufficient, that is when the Department would consider escalating the intervention, potentially appointing a children's services Commissioner to review whether services should be removed from council control.

**Access to Information :**

The background papers relating to this report can be inspected by contacting the report writer Simon Brunet:



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## 1. BACKGROUND

- 1.1 All local authorities in England are inspected by Ofsted within a three/four year period under the unannounced single inspection framework for children in need of help and protection; children looked after and care leavers. The inspection also includes a review of local safeguarding children boards. Her Majesty's Inspectors (HMI) carry out these inspections under section 136 (2) of the Education and Inspections Act 2006. When a local authority is judged to be inadequate for overall effectiveness, Ofsted will apply its arrangements for monitoring and re-inspection.
- 1.2 Ofsted undertook the Tameside inspection over a four week period from 26 September to 20 October 2016.

## 2. OFSTED INSPECTION ACTIVITY

- 2.1 Over the four week period the team of ten Ofsted inspectors:
- Evaluated and explored a sample of children's cases in order to judge the quality of front-line practice and management and the difference this makes to the lives of children, young people, their families and carers.
  - Tested decision-making at all stages of a child's journey.
  - Met with children, young people and carers.
  - Shadowed staff in their day-to-day work, for example observing practice in the duty team, the work of social workers and the work of independent reviewing officers.
  - Observed practice in multi-agency meetings such as child protection conferences, looked after children reviews and resource panels.
  - Reviewed a wide range of specific information, such as data and reports, requested from the local authority.
- 2.2 Feedback was provided by the Ofsted inspection team to the Council on the last day of the inspection (20 October 2016). A draft report was shared with the Council on 18 November 2016 with 5 days for the Council to respond to this (i.e. by 24 November 2016).
- 2.3 The pre-publication report was issued to the Council on Wednesday 7 December 2016 and the final report was published on the Ofsted website on Friday 9 December 2016.

## 3. KEY FINDINGS AND FEEDBACK FROM OFSTED

- 3.1 Ofsted scored Tameside's Children's Services as below:

Judgement	Score
<b>Overall Effectiveness</b>	<b>Inadequate</b>
Children who need help and protection	Inadequate
Children looked after and achieving permanence	Requires Improvement
<i>Adoption</i>	<i>Good</i>

<i>Experiences and progress of care leavers</i>	<i>Requires Improvement</i>
Leadership, management and governance	Inadequate

Local safeguarding children board	Requires Improvement
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3.2 Summarised below are some of the key themes of Ofsted's findings:

- Capacity & resources: Ofsted say there is insufficient capacity to meet increased levels of demand and that resources are not being used effectively. High staff turnover and the use of agency workers means the workforce is not suitably experienced. Social workers have too many cases meaning they don't have enough time with children to really get to know them and their needs.
- Management & oversight: Ofsted say over the summer and when they came to Tameside there were unacceptable delays in the hub (front door) before medium risk domestic abuse cases considered by qualified social worker. And that these issues were not known by managers. Poor oversight by managers means variable practice and quality are not being addressed, in particular the variability in decision making. Performance management information is often not fit for purpose and is not used effectively.
- Quality & practice & outcomes (incl. voice and experience of child): Poor application of thresholds means there are too many repeat contacts, services are provided at the wrong level of need and abuse is often not investigated. Most assessments for children needing help or protection don't sufficiently address risk. The use of the Common Assessment Framework (CAF) to prevent escalation is too limited. Assessments for children looked after are not routinely updated, and not all children looked after have effective permanence plans.

3.3 Ofsted acknowledged a number of areas of good practice and positive outcomes for children and families in Tameside. They praised our adoption and fostering service, the support given to disabled children, the work of the virtual school, the range of services available to families affected by domestic abuse, training opportunities for staff and the effectiveness of how we help care leavers transition into adult life.

#### 4. OFSTED REQUIREMENTS OF TAMESIDE

4.1 When a local authority Children's Service is rated inadequate there is a clearly defined process that Ofsted and the Department for Education follow for action planning, ongoing monitoring and re-inspection. The table below summarises that process and associated requirements and milestones.

	Activity	By when	Dates
A	'Pre-publication Inspection Report' issued to Tameside	-	7 December 2016
B	'Inspection Report' published on Ofsted website	-	9 December 2016
C	'Action Planning Visit'	Within 25-35 days of (A)	24 January 2017

D	'Statement of Proposed Action' to be submitted	Within 70 days of (A)	20 March 2017
E	First 'Quarterly Monitoring Visit'	1 <sup>st</sup> – within 4 weeks of (D) <i>(then quarterly thereafter)</i>	To be confirmed but expected w/c 20 or 27 April 2017 (*)
F	'Post-monitoring Single Inspection'	Within two years but not normally sooner than before the fourth 'Quarterly Monitoring Visit'	-

Please note:

- The outputs from the first 'Quarterly Monitoring Visit' (E) will not be published by Ofsted. Subsequent ones will be.
- 'Quarterly Monitoring Visits' are effectively short inspections and should be prepared for as such.

4.2 As set out in 'Putting Children First' all local authorities that are rated inadequate by Ofsted for their children's services will go into intervention. Failure to respond effectively will lead to escalation of the intervention. The Minister will write to Tameside when the report is published to inform us that the local authority is in intervention and will issue an Improvement Notice. For local authorities like Tameside that are not inadequate in every category ('systemic failure') and that haven't failed two Ofsted inspections in five years ('persistent failure'), the Department for Education expect that most will be able to turn themselves around with support and challenge from experts. To that end the Department will appoint an improvement adviser to work with us, do a diagnostic review of the underlying issues and potential solutions, help us to develop our improvement plan, and provide the longer-term challenge and support. The Department will review progress every six months and will expect to see evidence of good progress at each review point such that we would no longer be inadequate when Ofsted re-inspect after two years. If the progress isn't sufficient, that is when the Department would consider escalating the intervention, potentially appointing children's services Commissioner to review whether services should be removed from council control.

4.3 Tameside's response to the Ofsted inspection has already started, and well in advance of the Ofsted timetable. We are well positioned to show Ofsted at the first milestone – the action planning meeting on 24 January 2017 – both the pace and scale of our commitment to improvement.

## 5. TAMESIDE CHILDREN'S SERVICES IMPROVEMENT PROGRAMME

5.1 In response to the Ofsted inspection outcome a Tameside Children's Services Improvement Programme is being developed. The primary objective of the Tameside Children's Services Improvement Programme is for the Council and its partners to achieve sustainable improvements at scale and pace across the full range of services for children and families in Tameside. The focus on sustainable change will require new ways of working including careful analysis and tracking of performance to demonstrate effective improvement and tangible impact on outcomes for children and families.

5.2 The Tameside Improvement Programme will follow a number of guiding principles to ensure it is both effective and relevant. Strategic direction will be provided by a Tameside Children's Services Improvement Board (TCSIB) who will oversee a Tameside Children's Services Improvement Plan (TCSIP). Delivery of the Plan will come from the bottom up. The practical ideas and projects that will deliver the Board's vision and the Plan's objectives

are best developed by practitioners and the children and families they support. It is they who truly understand what will and won't work.

- 5.3 Extensive work, supported by independent practitioners and advisors, will need to be undertaken to identify the root causes of the problems identified by Ofsted. The findings from that work will inform the Tameside Children's Services Improvement Plan – which in turn will be supported by a performance scorecard. This plan will be the basis for implementing change and for driving through service redesign and delivery. New governance arrangements will be introduced to manage the Tameside Children's Services Improvement Programme and ensure delivery of the Tameside Children's Services Improvement Plan (TCSIP).
- 5.4 The two fundamental elements to the Tameside Improvement Programme that need to be addressed urgently to ensure rapid progress towards improvement are governance and improvement planning. The proposed approach to these is laid out in the following two sections of this report.

## 6. GOVERNANCE

- 6.1 The governance arrangements for the Tameside Children's Services Improvement Programme will comprise three main groups:
- Tameside Children's Services Improvement Board (TCSIB);
  - Tameside Children's Services Improvement Executive (TCSIE);
  - Tameside Children's Services Improvement Delivery Group (TCSIDG).
- 6.2 The scope of the three groups is explained in a little more detail in the table below. The full terms of reference (including proposed membership) for the Tameside Children's Services Improvement Board (TCSIB) can be found at [Appendix 1](#).

Group	Chair	Members	Freq.
Improvement Board	Independent Chair	Elected Members Chair of LSCB Department for Education Officers – Tameside Council Officers – Partners	Monthly
Improvement Executive	Steven Pleasant	Officers – Tameside Council Officers – Partners	Monthly
Delivery Group	Steven Pleasant	Officers – Tameside Council	2-weekly

- 6.3 The Tameside Children's Services Strategic Improvement Board (TCSIB) will provide the strategic direction for delivering the required improvements. It will provide challenge and rigour to the process whilst collaborating to achieve and sustain continuous improvement in Children's Services and across the wider partnership in Tameside. The Board will have an independent chair to provide appropriate external challenge and rigour. The chair will not be accountable for improvement; that responsibility lies with the Council, working with partners.

- 6.4 The groups outlined at paragraph 6.2 will work effectively together to ensure that appropriate strategic and operational direction is provided and improvements are implemented on the ground. The groups will complement each other and ensure that the targets, outcomes and outputs are accurately identified and delivered.
- 6.5 The above approach will be supported by both the Children's Services Management Team and a Corporate Support Team – who together will drive the effective implementation of change. Both will work closely together to ensure progress is made and actions delivered. The Corporate Support Team will provide additional resource and internal assistance to the teams and workgroups in Children's Services to ensure they have sufficient capacity to deliver change and improvement.

## **7. IMPROVEMENT PLAN**

- 7.1 The Tameside Children's Services Improvement Plan (TCSIP) will be a public document, agreed and owned by the Tameside Children's Services Improvement Board (TCSIB). It will set out the strategic direction, key milestones and positive outcomes the Board would expect to see over the next two years. The Board will provide independent scrutiny and challenge to the Council and partners against their delivery of the Plan.
- 7.2 To ensure the Plan is meaningful and effective it will include a series of tightly defined actions, each one with clear timescales and transparent accountability. A performance scorecard will underpin the action plan, providing measures of progress against outcomes as well as the achievement of milestones against actions. Detailed progress against the Plan (i.e. the action plan and scorecard) will be reported to each meeting of the Board. Alongside this a progress summary will be produced each quarter to update the public in a more accessible way on the work to that point.
- 7.3 The proposed structure of the Tameside Children's Services Improvement Plan (TCSIP) document is summarised below. The detailed action plan and scorecard sit within that Improvement Plan document, but will also be standalone products.
- Foreword / introduction (from Leader and Chief Executive)
  - Tameside context – our journey and where we believe we are
  - Children and families in Tameside (using infographics etc.)
  - What's happened – Ofsted have undertaken the inspection, ratings, key findings / headlines
  - Our response – Tameside Children's Services Improvement Programme. Strategic Improvement Board (with independent Chair), Tameside Improvement Plan, plus strategic summary of improvement work (e.g. workforce development, engagement with children etc.)
  - What will good look like – where we expect to see the service, and outcomes for children, in 1, 2 and 5 years.
  - Action Plan (detailed action plan for improvement)
    - Leadership, strategy and intelligence (including innovation, ideas and Public Service Reform)
    - Workforce development and skills
    - Capacity and resources (including staff, money, systems and processes)
    - Quality and practice (including oversight and challenge)

- Voice and experience of the child (i.e. the outcomes for children and families)
  - Child in Need (including domestic abuse)
  - Child Sexual Exploitation (CSE)
  - Children looked after and care leavers (including fostering and adoption)
- Are we improving – performance scorecard
  - Glossary
  - Further information and contacts

7.4 The Council's Executive Cabinet agreed to develop the Tameside Children's Services Improvement Plan (TCSIP) on the outline above. Practitioners and children will be involved in this work to ensure the Plan hears and reflects their voice, concerns and ideas for improvement.

7.5 An action plan has to be submitted to Ofsted within 70 working days of receipt of the pre-publication report which is expected to be a deadline around mid-March.

## **8. IMPROVEMENT JOURNEY**

8.1 Delivery of the Tameside Children's Services Improvement Plan (TCSIP) will be a journey that is underpinned by a number of other pieces of work, many of which have already commenced to support change and improvement within Children's Services.

- Workforce engagement & development – a number of staff engagement sessions have already been undertaken with further planned on an ongoing basis. These sessions are essential as two-way communication between practitioners and senior leaders. They also prove invaluable as workshops to hear the voice of practitioners in the Improvement Plan and develop the specific projects and changes that will deliver that plan.
- Quality of practice – a specialist Quality Assurance post is to be recruited to that will sit outside the service but act as an internal critical friend. This will ensure we have appropriate challenge to practice and decision making in a semi-independent and supportive environment. Alongside this a consultant social worker is to be recruited to work directly with social workers to help build further their confidence and skills particularly around decision making and recording.
- Performance scorecard – a performance framework is being developed that will enable a clear assessment of progress towards improved quality of life. The action plan within the Improvement Plan will have milestones that will measure and report progress towards implementation. But it is important to have the performance scorecard alongside this to assess achievement of tangible outcomes for children and families. The scorecard will not just be indicators it will include quantitative and qualitative information such as outcomes from critical friend reviews of practice, service user feedback etc. The service is developing a new performance framework, team self-assessment process and improvement planning approach. This will be in place from early in the New Year and will be monitored through regular performance clinics (a two-way process between managers & staff)
- Review of systems and processes – all systems and processes will be reviewed to check they are still fit for purpose and are enablers not barriers. Fit for purpose is defined as helping practitioners to do their job and enabling the achievement of quality and practice standards. Alongside this the review will ensure systems and



processes provide meaningful data and information to managers and practitioners. Data and information for managers and help them understand flows and plan work, and help practitioners to manage and prioritise their caseloads.

## **9. SUPPORTING ACTIVITY**

- 9.1 Wrap around supporting activity will be required in a number of areas to facilitate and enable the implementation of change and the delivery of the Improvement Plan.
- 9.2 A Corporate Support Team has been established to provide additional resource and advice to the teams and workgroups in Children's Services to ensure they have sufficient capacity to deliver change and improvement. The team includes specialists in programme support; systems / process re-design and mapping; workforce engagement and development; performance management; achieving quality in practice; investment models and finance; communications; legal.
- 9.3 A communications plan is being developed to effectively communicate to stakeholders our improvement work with a particular focus on outcomes for children and families using case studies and real life stories.

## **10. STAFF ENGAGEMENT AND DEVELOPMENT**

- 10.1 Staff engagement and development will be an underpinning enabler of improvement. A series of staff engagement sessions are planned. These sessions are essential as two-way communication between practitioners and senior leaders. They also prove invaluable as workshops to hear the voice of practitioners in the Improvement Plan and develop the specific projects and changes that will deliver that plan.
- 10.2 The first all staff engagement session took place on 22 November 2016. Below is a summary of the main points of feedback:
  - Need for better communication and active listening;
  - Volume of work and staffing levels aren't balanced;
  - Clarity needed around priorities;
  - Greater opportunity to be involved in improvements;
  - Recruitment doesn't bring experienced staff;
  - Need to grow specialisms within services;
  - Raised issues before and not acted on;
  - Insufficient business support impacts on ability to do job;
  - Allowing staff to work to full potential (level of decision making);
  - Head space needed to reflect on the work.
- 10.3 Work has started already to address the concerns raised by staff and will be ongoing. Early activity includes:
  - The duty team has been doubled in size.
  - Additional agency staff has been brought in on a short term basis to provide space to start improvement work.
  - Additional social workers will be recruited to reduce caseloads per staff member and allow a reduction in the reliance on agency.
  - Appropriate caseload levels to ensure sufficient time with children and families.
  - Recruited a psychologist with remit for looked after children as well as a worker in the Early Attachment Team.

- New dedicated head of service, reporting to improvement board, with a focus on quality, performance & practice.
- A new consultant social worker with a focus on practice.
- Currently reviewing the Quality Assurance Framework to ensure consistent / rigorous QA is embedded into service delivery. New head of service to lead and assure.
- Gathered information on salary and progression structures from across the region and will be bringing forward proposals as soon as possible to ensure our offer is strong and our staff stay with us longer.
- The workforce training strategy has been revised and is being implemented now. It includes an increased offer to all levels in the organisation.
- By the end of December we will have a reviewed and refreshed induction package for new staff.

10.4 A programme of workforce engagement sessions are planned in for the next year.

## **11. ACTION UNDERWAY / TAKEN TO DATE**

11.1 The improvement work has started already with a number of quick wins implemented and early plans developed and ready to make live. These are summarised below:

### 11.2 Capacity & resources

- Additional agency staff has been brought in on a short term basis to provide space to start improvement work.
- Additional social workers will be recruited to reduce caseloads per staff member and allow a reduction in the reliance on agency.
- Appropriate caseload levels to ensure sufficient time with children and families.
- The duty team has been doubled in size.
- Recruited a psychologist with remit for looked after children as well as a worker in the Early Attachment Team.
- Gathered information on salary and progression structures from across the region and will be bringing forward proposals as soon as possible to ensure our offer is strong and our staff stay with us longer.
- The workforce training strategy has been revised and is being implemented now. It includes an increased offer to all levels in the organisation
- By the end of December we will have a reviewed and refreshed induction package for new staff.

### 11.3 Management & oversight

- Engagement of North West Employers to provide dedicated support and challenge to the leadership team, ensuring this is fit for purpose and has the capability and capacity to drive the improvements at scale and pace.
- Realignment of leadership structure to ensure sufficient capacity for improvement process.
- New dedicated head of service, reporting to improvement board, with a focus on quality, performance & practice.
- Hub issues addressed following summer spike. No backlog. Work tray cleared daily.
- Hub review complete. New sustainable model started from 28 November. Daily review of front door by senior manager to ensure daily clearance.
- New performance framework, team self-assessment and improvement planning process developed. In place by January. Monitored through regular performance clinics (managers & staff)

#### 11.4 Quality & practice & outcomes (incl. voice and experience of child)

- A new consultant social worker with a focus on practice.
- Currently reviewing the Quality Assurance Framework to ensure consistent / rigorous QA is embedded into service delivery. New head of service to lead and assure.
- Completed a refresh of the Children in Care Council (2BeUs) with new independent coordinator and work plan. New pledge agreed at Full Council (29 November)
- Invest to save projects agreed. Edge of Care service; Family Group Conferencing; Care to Success (transitional support for care leavers).
- Review of systems for Domestic Abuse notifications with GMP under way to ensure a rapid response to notifications from the Safeguarding Partnership.

### 12. COMMUNICATIONS

- 12.1 A communications plan is being developed to effectively communicate to stakeholders our improvement work with a particular focus on outcomes for children and families using case studies and real life stories.

### 13. RECOMMENDATIONS

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

### 14. APPENDICES

- 14.1 The following appendix is attached.

- **Appendix 1**: Terms of reference for the Tameside Children's Services Improvement Board (TCSIB).

**TERMS OF REFERENCE:**

**TAMESIDE CHILDREN'S SERVICES IMPROVEMENT BOARD (TCSIB)**

The Tameside Children's Services Improvement Board (TCSIB) will provide the **strategic direction** for delivering the required improvements. It will provide challenge and rigour to the process whilst collaborating to achieve and sustain continuous improvement in Children's Services and across the wider partnership in Tameside.

The Independent Chair of the Board will oversee the effective functioning of the Board, providing appropriate external challenge and rigour. The Chair is not accountable for improvement; that responsibility lies with the Council, working with partners. The Chair will report on progress to Tameside Council, the local Health and Wellbeing Board and both Ofsted and the Department for Education.

The scope and objectives of the Tameside Children's Services Improvement Board (TCSIB) are:

- Develop and agree an Improvement Plan with clear and realistic milestones to carry out the actions and areas for improvement identified in the Ofsted inspection report of 9 December 2016.
- Agree a performance scorecard that underpins and evidences progress against the Improvement Plan.
- Oversee investment in improvement as delivered through the Improvement Framework
- Drive improvement and monitor progress against the requirements of the Improvement Plan. The Council and partners must regularly report to the Board on progress. Reporting should include an assessment of key milestones and performance trends. Where they are failing to meet targets and timescales the appropriate action to be taken should be explained.
- Review risk management and address issues that arise. This includes issues within the scope of the Improvement Plan and also other issues outside the plan which need to be brought to the Board's attention (e.g. flagging up constraints to the programme such as IT, financial or staffing issues, and non-compliance by partners with the Improvement Plan).
- Consider Council and other partner's reports on the wider improvement agenda in Children's Services and across the public sector in Tameside where appropriate.
- Commission and consider reports from bespoke reviews and challenge processes that assist in understanding root causes and thus informing progress against the Improvement Plan.
- Ensure that an assessment of progress is informed by the views of front-line practitioners and children, young people and carers.
- Work alongside existing strategic governance and accountability frameworks including the Tameside Safeguarding Children Board, the Health and Wellbeing Board, the Corporate Parenting Board and relevant scrutiny functions.
- The Board will commit to the Children in Care Council Pledge and oversee its implementation.

## **Membership:**

The Tameside Children's Services Improvement Board (TCSIB) will have the following membership:

- Independent Chair – Jane Booth
  
- Executive Leader of Tameside Council
- First Deputy (Performance and Finance)
- Executive Member for Children's Services
- Chair of the Integrated Care and Wellbeing Scrutiny Panel
  
- Chair of the Tameside Safeguarding Children Board
  
- Chief Executive of Tameside Council
- Executive Director of Children's Services
- Assistant Executive Director for Children's Services
- Chair of Practitioners Improvement Group
- Representative of Corporate Parenting Group
  
- NHS Tameside & Glossop CCG
- Greater Manchester Police
- Tameside Integrated Care NHS Foundation Trust
- Primary School sector representative
- Secondary school sector representative
- Further education sector representative – Principal Tameside College
- RSL sector representative – New Charter
- VCF sector representative
  
- Local Government Association
- Grant Thornton
  
- Department for Education representative

## **In Attendance:**

The following Tameside Council representatives will also be in attendance as required to support the board in carrying out its responsibilities:

- Representative from Resource Management
- Representative from Executive Support
- Representative from Policy and Communications
- Representative from Legal Services
- Representative From Workforce and Organisational Development
- Head of Performance and Development for People Service
- Improvement Board Executive Support

As each meeting will consider progress and make necessary decisions, it is essential that an appropriate representative who has decision-making powers attends in the place of an absent Board member.

## **Frequency:**

The Tameside Children's Services Improvement Board (TCSIB) will meet monthly.

Format:

The agenda and papers will be made available 5 working days in advance of each meeting.

Reporting:

The Tameside Children's Services Improvement Board (TCSIB) will provide independent progress reports to:

- Executive Cabinet of Tameside Council
- Tameside Health and Wellbeing Board
- Ofsted's Regional Director and Senior HM Inspector (SHMI)
- Department for Education (DfE) Inspections and Intervention Team

Review:

The terms of reference, membership and frequency of meetings of the Tameside Children's Services Improvement Board (TCSIB) will be reviewed quarterly by the Board. Any changes must be agreed by the Executive Cabinet of Tameside Council.