

APPENDIX A – RESPONSE TO COMMISSIONERS RECOMMENDATIONS

No	Commissioner Recommendations	Progress
1.	<p>The Department for Education should retain a Commissioner to work with Tameside for the next 3 years, up to its next full inspection. The Commissioner's role will be:</p>	<p>Following an Ofsted inspection in December 2023, which rated Tameside children's services as inadequate, and with two inadequate judgments within a five year period, the Secretary of State for Education commissioned a Children's Commissioner to undertake a review into the capability and capacity of the Council to deliver Children's Services.</p>
	<ul style="list-style-type: none"> to ensure the Council delivers its improvement plan; 	
	<ul style="list-style-type: none"> to monitor, support and challenge the progress being made, working with the Council and the key partnerships; 	<p>The Children's Commissioner, a former Director of Children's Services and former Chief Executive now Chair of Birmingham Children's Trust, Mr Andy Couldrick was appointed in March 2024 and his July 2024 report, published by the Department for Education (DfE) in September 2024, takes an in-depth view of the current position as well as reflecting back over the last five years since the previous full inspection in 2019.</p>
	<ul style="list-style-type: none"> to support and where necessary challenge the political and corporate Council as it develops its role in enabling better service delivery and a stronger improvement-oriented organisational culture; 	<p>The report can be viewed in full here.</p>
	<ul style="list-style-type: none"> to oversee and agree, on behalf of DfE, the Memorandum of Understanding between the Council and the Strategic Partner, dealing with the content and conduct of the new partnership; 	<p>The report reviews the capability and capacity of the council to deliver Children's Services and gives the following key recommendations:</p> <ul style="list-style-type: none"> That the Council retains control over Children's services with the ongoing support of a commissioner up to our next full inspection
	<ul style="list-style-type: none"> to oversee the new partnership, ensuring that the Strategic Partner has the ability, capacity, and the authority to support the Council's progress and impact; 	<ul style="list-style-type: none"> That the DfE commission a 'good' rated local authority or Children's Trust to act as a strategic partner to support us to build consistency and resilience as well as innovation and enterprise.
	<ul style="list-style-type: none"> to agree, with the Council and the Strategic Partner, a Support Plan and key milestones and performance measures that demonstrate the right progress is being made at a pace that is both fast enough and sustainable; 	<p>Part of the report recommendations is that the Council retains control of Children's Services with the support of a commissioner. The Council is pleased to advise that Mr Andy Couldrick has been successful in the appointment to this role and will continue to work with us for the coming three years and support our improvement journey.</p>
	<ul style="list-style-type: none"> to gain assurance that the Council is engaging well with the Strategic Partner to get maximum impact from the support; 	<p>We must unfortunately acknowledge that Children's Services in Tameside are not currently where we want, and need them, to be. We accept the recommendations of the report and are committed to addressing them with all possible haste.</p>
	<ul style="list-style-type: none"> to report regularly to the Minister on progress and risks, and 	<p>We have made some progress recently whilst there is still a lot of work to do to help us achieve the substantial and sustainable improvements we are striving for and we are committed as a whole organisation to take swift and positive action to address them.</p>
	<ul style="list-style-type: none"> should progress prove insufficient, or risks too great, recommend alternative options for the delivery of Children's Services, including removal of control from the Council. 	<p>We have already started to put in place the key building blocks needed to deliver our improvements and to strengthen our quality of practice. Our 'Brilliant at the Basics' programme, Restorative Practice and the '5C's' practice model have been recognised in the report as 'sound' and 'sensible' and will continue to be our model moving forward. We</p>

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		<p>must continue to work hard to embed and sustain our approach across all teams, including the way we work together with our partners.</p> <p>Recruitment and retention of social workers remains a significant challenge and we are committed to create the stability needed and have in place a permanent workforce, reducing the reliance on agency social workers. We are also currently undertaking a national recruitment process to secure a permanent Director of Children’s Services to support the stability that is needed to take forward our improvements.</p> <p>The recent introduction of our Social Work Academy to ensure our newly qualified social workers receive a strong learning and development offer and our focus to convert some of our agency staff to permanent employees is a key step for us in addressing these challenges and social workers are starting to report feeling well supported with manageable workloads.</p> <p>It is important to note that the Commissioners report is not a reflection on individuals but on the capacity and capability of our organisation as a whole. We have a very dedicated and experienced workforce and we regularly receive great feedback from families and our partners across Tameside. We need to continue to support each other to improve our practice and to enable our children and families to thrive. The Commissioner highlights areas of ‘impressive’ and ‘good practice’ such as our contextual safeguarding service, early help, commissioning and care order discharges and that we are working on a number of fronts at pace to improve services.</p> <p>We want to continue to build trust, confidence, be visible and approachable and work together as whole organisation, with our partners, children and families to drive improvement and monitor our performance.</p> <p>We can, and we will, deliver a better service with better outcomes for vulnerable children and families in Tameside. There is no alternative, and there can be no excuses.</p>
2.	<p>The Department for Education must commission a Strategic Partner to work with Tameside over a period of at least three years. This must be a strong local authority or Children’s Trust experienced in supporting other organisations, to develop a detailed support plan, likely to include the following elements of support:</p>	<p>We look forward to working with the DfE and the Commissioner to work with a Strategic Partner who has yet to be appointed.</p>
	<ul style="list-style-type: none"> • reforming the Early Help offer; 	
	<ul style="list-style-type: none"> • embedding change in the MASH and social care front door; 	

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	<ul style="list-style-type: none"> • driving improvement in assessment practice; 	
	<ul style="list-style-type: none"> • driving drift and delay out of the Cared for Children service and helping arrive at a more appropriately sized care population; 	
	<ul style="list-style-type: none"> • improving placement sufficiency and growing the fostering base, thereby building alternatives to residential care; 	
	<ul style="list-style-type: none"> • building strength, rigour, and accuracy into Tameside’s developing QA framework; 	
	<ul style="list-style-type: none"> • supporting the development of strength and consistency of the leadership and management of practice; 	
	<ul style="list-style-type: none"> • supporting Tameside in building its partnership relationships and structures with schools, police, health, and voluntary sector partners; 	
	<ul style="list-style-type: none"> • supporting ‘Ofsted readiness’ through the cycle of Monitoring Visits that lie ahead; 	
	<ul style="list-style-type: none"> • supporting and modelling new and improved recruitment and retention activity; 	
	<ul style="list-style-type: none"> • offering mentoring to practice leaders and managers. 	
3.	<p>It is imperative for the LA to establish the ‘Tameside Way’. It must embed a clear Practice Model and practice standards that will survive future changes in leadership so that staff develop a deep understanding and ownership of what good social work practice looks like in Tameside.</p>	<p>Practice standards have been developed and rolled out to staff. Training has been delivered to all teams.</p> <p>Using restorative practice is a key element of Tameside’s ambition to improve outcomes for children and families. These approaches provide us with a range of language, behaviours and tools that strengthen relationships with children, young people and families, empowering them to share responsibility by using a solution focussed approach.</p>
	<p>The LA needs to act to embed and create the conditions for good social work in Tameside, through the following work:</p>	<p>We will continue embed our practice model through continued communication, training and supervision. This includes the continuation of Lunch and Learn sessions, Practice week and Practitioner Induction.</p>
	<ul style="list-style-type: none"> • roll-out and embed its practice model and restorative culture; 	
	<ul style="list-style-type: none"> • train staff and managers to enhance confidence in the ways of working and to adopt ‘Brilliant at the Basics’; 	
	<ul style="list-style-type: none"> • develop team managers and Heads of Service as 	
		<p>A number of meetings have been set up in October 24 to review the Quality Assurance Framework (QAF) collaboratively alongside Heads of Service and Service Unit managers so that there is a whole system approach to Quality Assurance and all understand the value</p>

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	<p>strong leaders of practice;</p>	<p>it adds to quality of practice.</p> <p>Our Quality Assurance Framework will ensure that the workforce understands the meaning of ‘brilliant at the basics’ and that this is reflected in our practice. We recognise the importance of ensuring staff are taken with us on any changes and so will ensure a clear roll out with full involvement from the workforce.</p> <p>In addition, in October 24 we will be refining the audit template so that we focus on quality of practice instead of process and compliance.</p> <p>As part of this process we will be strengthening our tracking system for closing the loop and ensuring the governance and oversight sits with the senior management of the service.</p> <p>The DCS and Assistant Director of Children Social Services are committed to creating a culture where staff can raise areas of learning and / or risks safely and ensure we respond effectively and reflect this into our practice. In the management team for the Assistant Director of Children Social Services vulnerable children is a standing item where all Heads of Service and Service United Managers are cited on particular children of concern. Monthly practitioner led Practice Forums started in June 2024 are led by an Advanced Practitioner where any practitioner can discuss practice. This meeting has a feedback loop to the Principal Social Worker and Assistant Director of Children Social Services. This will be an ongoing process created by clear, fair and compassionate leadership.</p> <p>Following the first Ofsted Monitoring Visit our initial focus is the MASH and Duty and Assessment ensuring that children are safe. We are using Independent Consultancy to drive improvement in practice. This approach will be rolled out across the service.</p>
	<ul style="list-style-type: none"> • create a clear expectation of Child Protection Chairs and Independent Reviewing Officers to exercise their authority well in the way they lead challenge, scrutiny, and escalation. 	<p>A meeting is scheduled between the Assistant Director of Children Social Services and all Heads of Service to agree the process of challenge by Child Protection Chairs and Independent Reviewing Officers.</p> <p>Our revised escalation policy that comes into effect at the start of October 2024 provides a clear framework for the Independent Reviewing Officers and Child Protection chairs to challenge social work practice.</p> <p>This is the start of a shift in culture in the service towards more effective scrutiny, which will take up to 12 months to fully embed.</p> <p>Further developments in the service include undertaking mid-point reviews, continued communication around expectations, building partnership links with operational social work teams.</p>

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4.	<p>The recently implemented Performance and Assurance Cycle needs to be embedded. Managers must be supported to accept audit and evaluation as a core element of the role so that Tameside builds a stronger, evidence-informed, and real-time understanding of its performance.</p>	<p>A number of meetings have been set up in October 24 to review the Quality Assurance Framework (QAF) to collaboratively review alongside Heads of Service and Service Unit Managers so that there is a whole system approach to QA and all understand the value it adds to quality of practice.</p> <p>Our QAF will ensure that the workforce understands the meaning of ‘brilliant at the basics’ and that this is reflected in our practice. We recognise the importance of ensuring staff are taken with us on any changes and so will ensure a clear roll out with full involvement from the workforce.</p> <p>We are simplifying and aligning our Performance and Assurance cycle to operational governance. Staffing, performance data, delivery plan actions, Key Lines of enquiry (KLOEs) / deep dives, strengths and areas of risk will be drawn into our Performance and Accountability Board reports.</p> <p>Training of Heads of Service will support embedding the framework further and tracking will be implemented to ensure we close the loop on learning and actions.</p> <p>Our MASH service has recently launched an operational dashboard. Our New Head of Performance commencing at the start of November 24 will roll out further operational dashboards across the service to ensure there is real time information to support management grip.</p>
5.	<p>The increased visibility of service leaders and their engagement with frontline staff should be maintained to ensure that leaders know, and are connected to, the quality of practice; staff will feel engaged and that they have a voice in shaping Tameside’s future.</p>	<p>Leaders will continue to be visible to staff via the numerous engagement approaches in place, for example the staff conference taking place on 9 October 24 where leaders will be visible and engaging with all staff.</p> <p>The DCS and Assistant Director of Children Social Services are committed to creating a culture where staff can raise areas of learning and / or risks safely and ensure we respond effectively and reflect this into our practice. In the management team for the Assistant Director of Children Social Services vulnerable children is a standing item where all Heads of Service and Service Unit Managers are cited on particular children of concern. Monthly practitioner led Practice Forums started in June 2024 are led by an Advanced Practitioner where any practitioner can discuss practice. This meeting has a feedback loop to the Principal Social Worker and Assistant Director of Children Social Services. This will be an ongoing process created by clear, fair and compassionate leadership.</p>

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		<p>Supervisions are an opportunity for staff to raise any concerns with their line management and all managers have been trained in effective supervision. ASYEs have additional reflective supervision through the academy independently of their line management.</p> <p>The Assessed and Supported Year in Employment (ASYE) is a programme designed for Newly Qualified Social Workers and led by the employer. It lasts for 12 months where the social worker receives regular support and guidance on their caseload and personal development.</p> <p>We have launched our staff survey 20 September 2024 so we can hear from the voice of the workforce and respond to their concerns / suggestions.</p>
6.	<p>The role of Principal Social Worker needs further development, so that they act as a real, vocal and visible champion for social work practice across Tameside. Through the Social Work Academy, they will establish a culture of learning and a workforce development plan that supports ASYEs and offers ongoing career development for social workers.</p>	<p>The role of our Principal Social Worker will be strengthened through the finalisation of the Children’s Service structure.</p> <p>Our Social Work Academy was launched in August 2024.</p> <p>The Workforce training and development plan commenced in September 24 focussing on “<i>brilliant at the basics</i>”. This basic training programme is supplemented by audit training aligned to themes identified from real audit trends in the service.</p> <p>The Academy is aligned to the early career framework and is a 3 year programme blending theoretical learning with on the role practical experience.</p> <p>We are creating 2 professional development courses for experienced social workers who want to progress to more senior roles.</p> <p>These approaches consider individual career aspirations to support workers in achieving their personal goals and help retain our staff.</p>
7.	<p>The Council must implement the proposed new structure and build stability into the leadership through permanent recruitment. As the structure acquires greater permanence then the Council’s Children’s Services leaders will build its capability and competence, in management and in practice leadership.</p>	<p>Creating a stable permanent workforce is of utmost importance and an urgent priority in our improvement journey. We are out to national advert with a leading recruitment firm to secure a permanent DCS and AD of Education and Heads of Service. We have finished consulting with Heads of Service as to the next layer of management and we are starting that open and transparent recruitment now.</p>

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8.	<p>The Council must develop new, creative ways to attract social workers to Tameside. Agency social work rates remain far too high; the LA must promote itself as a local employer of choice, and to retain those who come. If the Greater Manchester shared recruitment is not delivering what the Council needs, then more is required. Corporate processes must be reviewed to rebalance the need for scrutiny and establishment control with the need to fill critical posts swiftly and efficiently. Targets must then be set by the Council, agreed by the Commissioner, and supported by the Strategic Partner, for reductions in the reliance on agency social workers.</p>	<p>We are creating a focussed action plan to review how we attract social workers over and above the usual recruitment approach. This will be under regular scrutiny.</p> <p>We are looking at new ways to advertise roles for the service.</p> <p>A career change programme is in development to encourage new external entrants into the profession who are looking for a new career. We will also be relaunching our Return to Social Work Scheme for people who have left social care and wish to return to the profession.</p> <p>On appointment of a Strategic Partner we will agree how this will be measured to check impact and progress.</p>
9.	<p>The Council must adopt best practice in the recruitment, selection, appointment, and retention of staff at all levels in Children’s Services, starting with senior appointments. The market should routinely be tested through external recruitment, and accountable directors involved in recruitment of their leaders. For the period of Intervention, all decisions about appointments and terminations for positions in the top tiers of leadership (Director, Assistant Director, Head of Service) should involve consultation with the long-term Commissioner.</p>	<p>We are currently creating a Workforce Plan that provides a clear plan for the recruitment, training & development and retention of staff. Included in this will be specific actions to address recruitment issues ‘over and above’ the current recruitment activity. We are dedicating specific HR resource to this activity.</p> <p>Consultation is taking place with the Commissioner on all senior Recruitment.</p>
10.	<p>The Council must urgently improve its Corporate Parenting role. This includes:</p> <ul style="list-style-type: none"> • Assuring a better understanding and discharge of role by elected members through bespoke and compulsory training. This can be supported by the LGA; • Ensure that the Corporate Parenting Board has representatives from across the political spectrum to ensure that this is everyone’s responsibility and compliance with statutory corporate parenting responsibilities and local standards are adopted; • Broadening and deepening the Council’s ‘offer’ to 	<p>The Corporate Parenting Board is currently being reviewed to address these recommendations. The review will ensure:</p> <ul style="list-style-type: none"> - Review Terms of Reference and membership - Refresh Corporate Parenting Action Plan - Working Groups to deliver aspects of the Corporate Parenting Action Plan each with a Senior Responsible Officer (SRO) - Review meeting structure to ensure young people and partner engagement and the opportunity for challenge. - Corporate Parenting Board performance metrics <p>We are working with our multi agency partners to create opportunities for our young people.</p> <p>One recent impact is persuading GMCA to consider extension of the Care Leavers</p>

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	<p>children in care, care leavers and care-experienced young adults. This will include apprenticeships, work opportunities, expectations of partners including contractors working on the borough’s regeneration and the housing offer to care leavers;</p> <ul style="list-style-type: none"> • Ensuring the Corporate Parenting Board properly engages and is led by the voices of young people with experience of care, and challenges the Council and partners to make an effective contribution and an appropriate offer to young people; • Involving partners, supporting and challenging them to improve their offer to care-experienced young people. 	<p>scheme, from aged 21 to aged 25, from April 2025 following the matter being raised by A Young Person whose world had become immeasurably smaller having reached 21 and no having anyone to call upon for financial support.</p> <p>GMCA 20240927 Delivering the Bee Network (greatermanchester-ca.gov.uk)</p>																									
11.	<p>The long-running dispute between the LA and a number of its schools over PFI, academisation and FM issues must be resolved urgently. Tameside MBC has a legal duty to progress the conversion of directive academy orders issued to Denton Community College, Hyde High School, and Thomas Ashton School, all of which have existing PFI contracts. This duty is outlined under section 5B of the Academies Act 2010, as amended by the Education and Adoption Act 2016, stating that the local authority is under a legal duty to take all reasonable steps to facilitate the conversion of the school into an academy and thus benefit from the support of a strong multi academy trust. Tameside must now work urgently with the DfE to agree the PFI model agreements and to have these presented to their Executive Cabinet. The PFI model agreements offer existing protections and provisions and are commonly accepted by LAs nationally. Resolving this issue will impact significantly on the LA’s relationship with schools across all fronts, critically including how they work together to safeguard children in the borough.</p>	<p>As updated in a report to Education Attainment Board 1.10.2025 Of the 98 schools in Tameside, 51 schools have converted to academy status with 47 schools yet to convert. This represents 52% of schools that are currently academies. As of September 2024, a further 17 of the maintained schools are in the process of actively converting. Of the converting schools listed above, 2 are Directive Conversions due to their Ofsted outcomes (Inadequate). These schools are Denton Community College and Thomas Ashton School. Directive conversions are always a priority. These two schools are also PFI built schools.</p> <table border="1" data-bbox="999 970 2056 1485"> <thead> <tr> <th>School</th> <th>Phase</th> <th>Type</th> <th>Trust</th> <th>Target Conversion Date</th> </tr> </thead> <tbody> <tr> <td>Arundale Primary School</td> <td>Primary</td> <td>Community School</td> <td>Victorious Academies Trust</td> <td>01.04.25</td> </tr> <tr> <td>Denton Community College</td> <td>Secondary</td> <td>Community School</td> <td>Northern Education trust</td> <td>01.01.25</td> </tr> <tr> <td>Mossley Hollins High School</td> <td>Secondary</td> <td>Community School</td> <td>Tame River Education Trust</td> <td>01.04.25</td> </tr> <tr> <td>Pinfold Primary School</td> <td>Primary</td> <td>Community School</td> <td>Victorious Academies Trust</td> <td>01.04.25</td> </tr> </tbody> </table>	School	Phase	Type	Trust	Target Conversion Date	Arundale Primary School	Primary	Community School	Victorious Academies Trust	01.04.25	Denton Community College	Secondary	Community School	Northern Education trust	01.01.25	Mossley Hollins High School	Secondary	Community School	Tame River Education Trust	01.04.25	Pinfold Primary School	Primary	Community School	Victorious Academies Trust	01.04.25
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		Thomas Ashton School	Special Secondary	Community Special School	New Bridge Trust	01.01.25
		TPRS Elmbridge School (Key Stage 2/3 provision)	Key Stage 2/3	TPRS	Ambition Community Trust	01.01.25
		TPRS White Bridge College (Key Stage 4 provision)	Secondary	TPRS	Ambition Community Trust	01.01.25
		<p>In April 2024, the DfE wrote to the Council to express its concerns with progress on academisation for PFI schools. A series of meetings were held throughout April and May with the Director of Children’s Services, Director of Resources, Borough Solicitor and Assistant Director of Education with both DfE and Education & Skills Funding Agency (ESFA) to cover issues and seeking to progress the PFI schools.</p> <p>The Director of Resources sought advice from SIGOMA authorities, with only 2 having academised PFI schools and both advising it had not been without issue. Many SIGOMA authorities requested an update after Tameside had progressed PFI schools as part of sector-led learning as they were also on the starting blocks and wanted to manage the same risks Tameside are.</p> <p>Since 2011, schools have been able to elect to academise. This takes them out of local authority maintenance and into a direct funding and accountability relationship with the Education & Skills Funding Agency (ESFA).</p> <p>The ESFA is to be abolished and its remit absorbed back into the Department for Education (DfE) in April 2025. The new Labour Government has paused some Academisations, for example Hyde High School, and removed the Directive Academy Order (DAO) and replaced it with a package of school improvements. This does not stop the school from voluntarily choosing to Academise, which the Council would be supportive of, if it wished to.</p> <p>By July 2024, sufficient progress had been made to allow the Chief Executive to report to Cabinet on what had happened and advise of the Council’s express aim to Academise the schools with Directions by January 2025.</p> <p>In August and September, further meetings have been held both by the Borough Solicitor and the Director of Resources to finalise legal documents and financial modelling. The DfE have been in most of these meetings.</p>				

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		<p>On 19 September, the Council’s retained advisor (Dow Schofield Watts) contacted the DfE directly on behalf of the authority to outline the final position and to seek advice and agreement from the DfE. Further work has been undertaken by the Borough Solicitor and their team to engage the PFI funders and obtain prices and instruct them up to begin their processes.</p> <p>Significant progress has been made on the PFI conversions. There are 4 PFI schools targeted to convert on 1 January 2025 - Denton Community College, Thomas Ashton School, White bridge College (part of the Pupil Referral Service) and Elmbridge School (part of the Pupil Referral Service). On the basis, that work outside our sphere of influence and control is undertaken in a timely manner there is no reason for the proposed dates to not be met. The remaining PFI schools seeking to convert will follow in the spring term.</p>
12.	<p>Corporate capacity to identify service and performance risk and weakness and drive improvement must be strengthened.</p>	<p>This was an issue that was picked up in our Peer Change and we attached the response to our action plan.</p> <p>Additional business partner, project officer and performance capacity has been secured for the Transformation and Improvement team. We are in the process of engaging an interim Director of Delivery to give our programme the additional leadership and focus that is necessary.</p> <p>We continue to work with our partners Impower to create and deliver a Transformational programme that will support delivery of the MTFS and improve outcomes for residents.</p> <p>After years of lack of investment into digital as a consequence of austerity measures significant investment was agreed at the September Cabinet - https://tameside.moderngov.co.uk/documents/s176120/ITEM%207%20-%20Digital%20Transformation%20FINAL.pdf</p>
13.	<p>Scrutiny and political challenge must be strengthened. Children’s Scrutiny must develop a robust forward plan and framework through which it can hold the Lead Member and officers to account for the delivery of services and outcomes for children. Members of the Children’s Scrutiny Committee should have access to training, such as is provided by the LGA, to equip them to scrutinise and challenge well.</p>	<p>We recognise the Commissioner’s recommendation that improvement must be driven by robust and effective scrutiny. We are committed to exploring ways to achieve this through our political processes and the work of our Boards. Before the Commissioner was appointed we strengthened our Improvement/transformation Boards with a new independent Chair for the Children’s Improvement Board, SEND board and an Adult’s transformation Board with the aim that ultimately any improvement journey should be held and challenged by Scrutiny.</p>

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		<ul style="list-style-type: none"> • This will be enhanced through the development of a robust forward plan and framework, and providing training for members of the Children’s Scrutiny Committee, to help them better hold members and officers to account. • At the last Overview Panel, we presented a Scrutiny Transformation Programme proposal which set out how we intend to enhance the effectiveness, efficiency and impact of the council's scrutiny function. This was accepted by the Panel and is now being delivered. This included scrutiny determining the best training package for them from a number which had been procured https://tameside.moderngov.co.uk/documents/s175429/ITEM%207-%20Scrutiny%20Training%20Options%20final.pdf • A Scrutiny Transformation Programme has been developed in conjunction with Overview Panel with three tiers: <ul style="list-style-type: none"> • Panel Development – includes member training, service-specific development sessions, Panel-specific handbooks and guides etc. • Process Development – looks at the review process and work programmes • Organisational Development – looks at providing clarity and raising the profile of Scrutiny https://tameside.moderngov.co.uk/documents/s175428/ITEM%206%20-%20Scrutiny%20Transformation%20Programme%20final.pdf
14.	<p>The Local Safeguarding Children Partnership must continue to reshape and reinforce its role in holding all partners to account for the quality of multi-agency safeguarding practice, led by the Designated Safeguarding Partners. A particular focus is required on the actions necessary following the Case Reviews considered by the National Safeguarding Panel and wider partnership responses to Neglect in Tameside. The Partnership also needs to satisfy itself that appropriate thresholds are being consistently applied to children in need and in need of a safeguarding response.</p>	<p>Agreed and this work is underway under the Leadership of the new Scrutineer. We also intend to work closely with the Commissioner and relevant external partners to drive further improvement and innovation in this area.</p>
15.	<p>While social care remains as weak as it is, the LSCP should consider the role of its Independent Scrutineer, and specifically, the professional background of the post-</p>	<p>Leadership of the Local Safeguarding Children Partnership (LSCP) has also been reinforced through the appointment of a former DCS as Chair and an independent</p>

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	<p>holder. It is my view that a social work background is important for the Scrutineer, at this point in Tameside’s improvement process. The scrutineer should report on progress in safeguarding partnership arrangements on a regular basis, to the Partners and to the Commissioner.</p>	<p>scrutineer with the necessary skills and experience to begin implementing challenge and change.</p> <p>When reviewing governance arrangements attention will be paid to ensure the scrutineer has clear lines of accountability.</p>
16.	<p>Recent progress in the Children’s Improvement Board should be maintained so that the Board, independently chaired, continues to drive improvement. Continued independent chairing is important and supports scrutiny and challenge. During the period of my involvement as Commissioner, I have benefitted considerably from the involvement of the Children’s Services Advisor, who chairs the Improvement Board. Given the scale of the task Tameside faces, my recommendation is that the services of the Advisor are retained to work alongside the Commissioner and the Council to drive and embed a culture of improvement and sustained quality.</p>	<ul style="list-style-type: none"> • The Commissioner’s report notes that the Improvement Board now has the right membership and is well-chaired, and that a positive rhythm of scrutiny, accountability and challenge is beginning to become embedded. • We will be strengthening the Board further by ensuring that tabled reports are succinct with focus on key areas to enable constructive challenge and visibility of areas of risk.