

GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

GREATER MANCHESTER: REVIEW OF SERVICES FOR CHILDREN

LGA Conference
July 2017

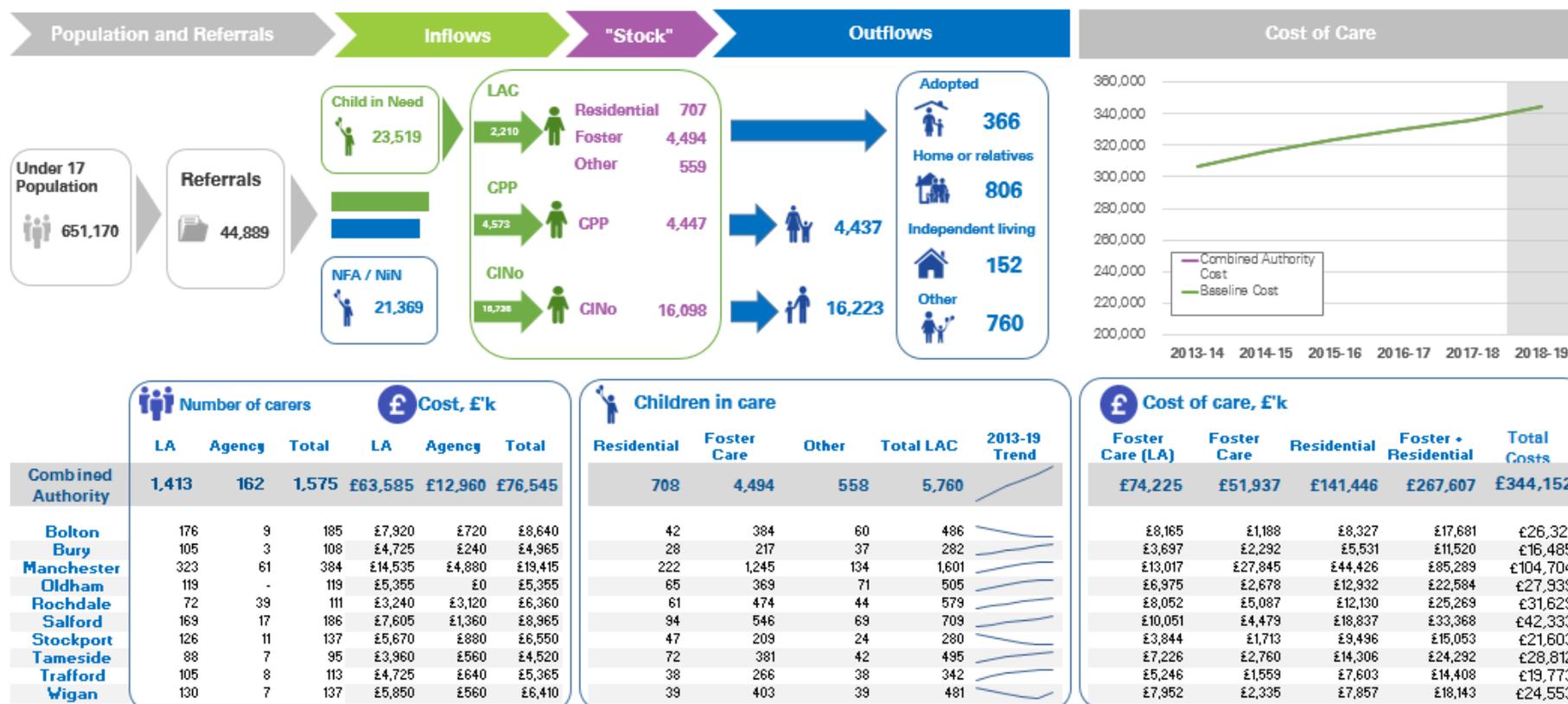
Our ambition for the programme

- ❑ Greater Manchester is designing a whole system approach to review children's services across 10 local authorities as a trail blazer for DfE and the rest of the UK.
- ❑ This whole system approach enables GM to innovate across all children's services and to provide true transformation rather than the fragmented results of reviewing individual services in isolation.
- ❑ We can test innovative solutions at scale and pace without having to take a pilot approach.
- ❑ We are setting a precedent for collective GM responsibility from children across all 10 authorities.
- ❑ We have a target of 20% reduction in looked after children
- ❑ We will deliver a standardised GM early help backbone.
- ❑ We will have an extended role for schools in early years and with the community.
- ❑ We will have a GM approach for complex safeguarding through a centralised, lead hub and operational spokes model.
- ❑ There will be GM level quality assurance, with a continuous learning approach across 10 councils.
- ❑ We will deliver a GM looked after children strategy
- ❑ We will use developments to test new governance and statutory arrangements of elected members and DCS'

GM's challenge

The 'do nothing' scenario in GM over the next five years is one in which:

- LAC numbers are increasing, due to demographics and the rate of inflows vs. outflows
- The cost of services for children is increasing as a result
- Retention of quality social workers is increasingly difficult, challenging the system's sustainability



Key lines of enquiry: Seven pillars of excellence

Complex dependency & early help

1. How a more effective approach, working with key partners, can reduce future numbers of children in care through effective early intervention and prevention. Including the role of Troubled Families and Employment & Skills support with DWP, DCLG and others.
2. Maximising the use of data sharing to help with prevention and early intervention. To include the role of the Early Years new delivery model and the leadership role of schools.
3. More strategic approach to preventing youth offending.

Statutory safeguarding cases

1. Potential GM/clustered approach for Section 17 and more complex Section 47 cases such as Child Sexual Exploitation.
2. Preventing Radical Extremism and Female Genital Mutilation (building on Phoenix work).

Children in Care

1. Placement commissioning framework across all in-house and independent placements, building on current GM residential and NW fostering commissioning frameworks.
2. Two Regional Adoption Agency each covering parts of GM. Potential to lead to teams integrated authorities or other delivery models in the longer term

Independent Reviewing Officers and Quality Assurance

1. Potential for a GM model of quality assurance and sector-led improvement, with options to develop safeguarding and quality assurance as a GM function for CP, IRO and CIN work – promote quality and consistency and independent challenge

20% Reduction in LAC

Schools (Education, Work & Skills)

1. More strategic discussions required on local authority role in planning school places with DfE.
2. Wider role of schools as leaders or co-ordinators of place-based early help including the early years new delivery model. Schools Improvement Strategy across GM with a hub and spoke delivery model.
3. Potential GM management of the RSC functions but this will be difficult with Government.

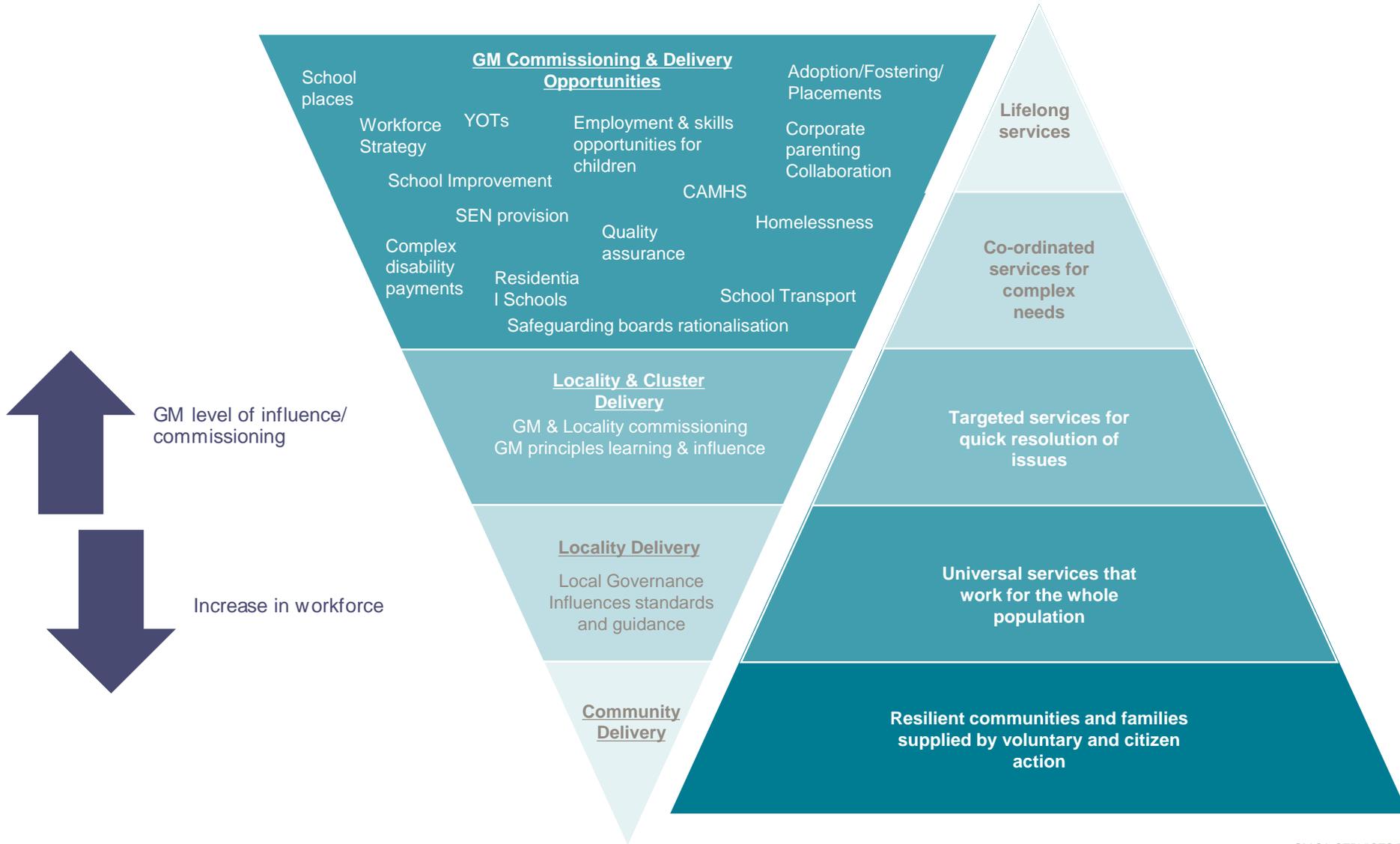
Youth Offending

1. Potential GM Youth Offending Service approach, based on current reform proposals with potential pooled budgets and commissioning to deliver key priorities, with clear links to Early Help. DfE to include MoJ in discussions
2. Provide evidence base to MOJ and HMT of successful programmes to support case for devolved powers (and potentially co-commissioning) leading to better outcomes / share of cost savings

Health, Early Years, CAMHS & SEN

1. Children with high health dependency needs. Children with disabilities. Hospital discharges.
2. CAMHS commissioning is an active workstream in the Health and Social Care devolution plan, linked to the Future in Mind report. Advice to schools and other children services. Preventative services.
3. Embed the early years new delivery model.
4. Potential to increase integration with health visiting
5. Improved access and higher take up of prevention services provided.
6. More effective transition to adult services

Operating model: Inverting the triangle



Our vision for Children's Services

Our vision for Children's Services

- Whole system and whole family approach
- Providing services from pre-birth to 25 years, encompassing transition
- Built upon the foundation of a systematic early intervention and prevention capability, that is fully integrated with healthcare
- Children and families can access support early, with clear pathways to access increased support if needed
- Services commissioned based on outcomes and strong supporting evidence base
- Working with partners in collective responsibility to improve life outcomes for children
- Drives up standards across GM and reduces variation
- Supports the work and skills agenda, and is fully aligned with the wider Devo agenda

Children's Services Review: Seven pillars

Early help

Youth offending

Looked after children

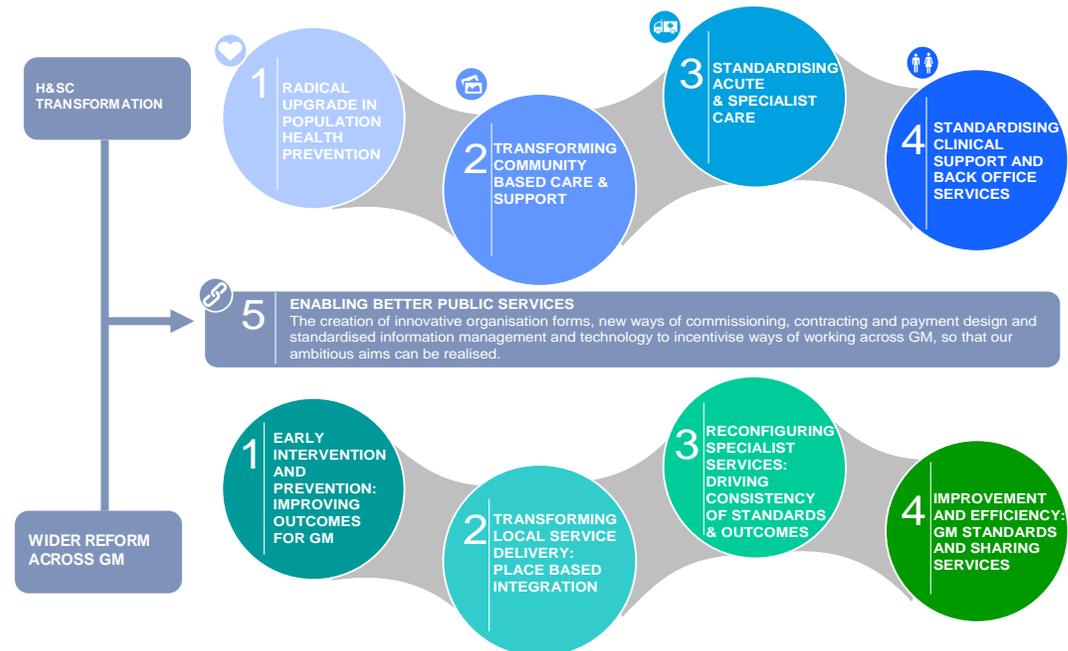
QA and LSCBs

Education and Early Years

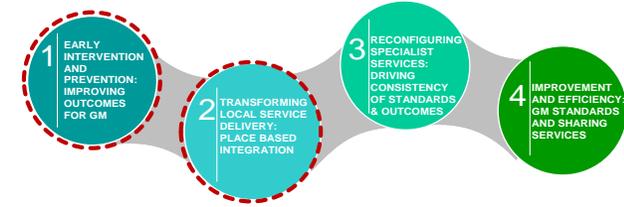
Integrated health

Complex safeguarding

The vision for Children's Services is completely aligned to the ambitions for the wider Health and Social Care GM Devolution reforms.

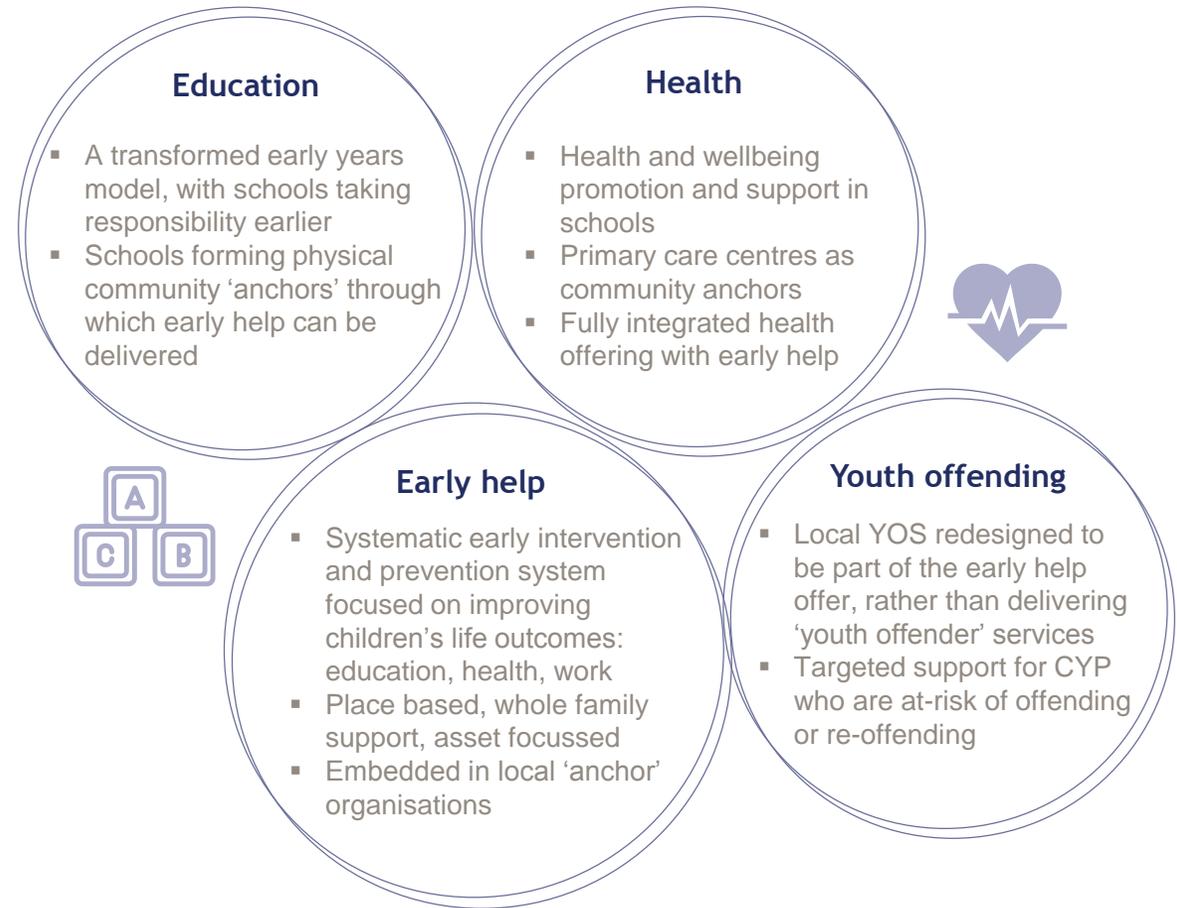


Early help as the foundation

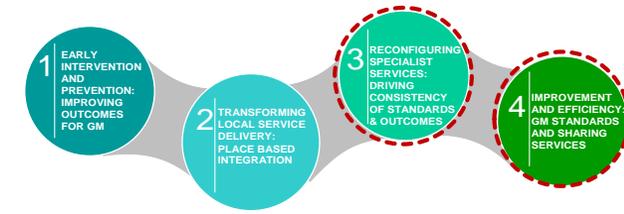


Key proposals and opportunities

- Apply a **consistent definition of early help and approach to early intervention and prevention** for CYP and their families, and managing CIN and children on the edge of care, across the 10 local authorities. **Critically interlinked with the education and healthcare systems.**
- Define a minimum core offer that is **whole family, place and asset focussed**; and should be available in all GM boroughs. Including Early Years services to provide support to families from pre-birth; universal and targeted health and wellbeing promotion; and minimum service standards defined for targeted cohorts (such as children who offend, children with disabilities) to manage demand.
- Supported by a delivery model that
 - Is led by **joint locality leadership teams who are jointly held accountable for delivering outcomes**
 - Commits to **early intervention and prevention as a key strategic priority**
 - Is **intelligence led** and able to target high-risk CYP and families
 - Delivers via place/community based teams and utilises local assets
- Exploit the knowledge and experience of 10 different local authorities to **create one GM best practice knowledge base and commissioning framework.**



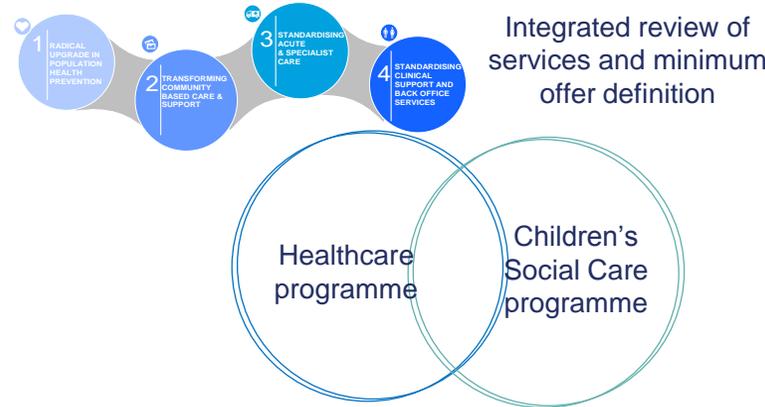
Supported by changes across Greater Manchester



Education



Integrated health



Youth offending



Key proposals and opportunities

- The formation of a GM education and employability board to work in partnership with the regional schools commissioner (RSC) on; pupil place planning; school improvement capacity and QA / analytics to ensure coherence and alignment to the devolved priority.
- GM employability challenge to drive work readiness, workforce reform and innovation in the 'skills pipeline' through schools.

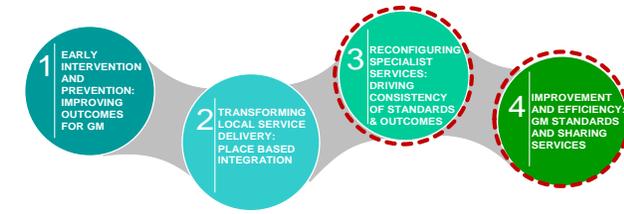
Key proposals and opportunities

- Set out a GM wide, core minimum integrated health and social care offer for CYP from pre-birth to 25 years old, and their families:
 - Minimum service standards defined for targeted cohorts to manage demand
 - Review acute and community paediatric and maternity services (including CAMHS, CWD provision) with Healthcare colleagues

Key proposals and opportunities

- A safeguarding officer at Wetherby to provide an interface to localities whilst the GM solution is addressed
- The dis-establishment of some aspects of local provision (appropriate adults, PACE, sex offending interventions etc.) and commissioning at a GM level through an agreed framework
- GM wide specialist Court team implemented
- Working closely with Charlie Taylor on YJ review framework

And a different approach to looked after children and complex safeguarding



Looked after children



Key proposals and opportunities

- Develop and implement a Greater Manchester LAC strategy
- A more balanced and self-sufficient market for LAC placements (GM spends £600k per week on residential care)
- Consistent edge of care offer for children across GM building on existing approaches and interventions, such as Adolescent Support Units
- Increased permanency for LAC children by raising adoption levels

Complex safeguarding



Key proposals and opportunities

- A new approach to working with complex safeguarding issues to be rolled out through a centralised hub and operational spokes. Based on the DfE innovation funded pilot in Wigan and Rochdale for CSE.
- The hub would provide a strong, centralised base of leadership, research/data analysis, expertise, knowledge and skills to provide direction for the local teams.
- The hub element could involve an alternative delivery model.
- Local spokes understand the local context and needs of the child and family and communities.

All supported by key enablers



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ENABLING BETTER PUBLIC SERVICES

The creation of innovative organisation forms, new ways of commissioning, contracting and payment design and standardised information management and technology to incentivise ways of working across GM, so that our ambitious aims can be realised.

GM Quality Assurance role to be defined

- GM QA vehicle
- Bespoke GM QA framework
- GM as national pathfinder

Quality Assurance and GM LSCB

- Creation of a GM Quality Assurance vehicle to facilitate sector-led improvement, intelligence-led QA and workforce development and a better understanding of population drivers, analytics and evidence-based interventions
- Position GM as a national pathfinder in Alan Wood's review of LSCBs
- Develop a bespoke QA framework for GM which takes an integrated approach to case oversight and management, and places QA as close to the point of delivery as possible
- Increase the efficiency of the GM QA system, reducing statutory monitoring, reviewing IRO and Guardian roles and remodelling staff arrangements
- Developing a GM approach to multi-agency improvement planning and self-assessment
- The creation of a GM Quality Assurance role to oversee and assure the process

GM Workforce Strategy and Development

- GM workforce attitudes and behaviours that take a holistic, asset and family based approach
- Default collaborative working approach across all services and agencies

GM Commissioning Framework

- Development of the GM Commissioning framework and mechanism that functions across services/sectors, and allows joint commissioning for outcomes

GM Data and Analytics

- GM data infrastructure and data sharing capability
- Performance standards and impact
- GM Connect pilots within Children's Services

Delivery: Via three implementation programmes

Accountable Local Delivery:

- Consistent standards
- Collective responsibility for GM children
- Delivery of the locality plans
- Joint locality leadership teams
- Public service hubs
- Multi-disciplinary teams
- Common assessments
- Shared evaluation

GM Governance – Children’s Delivery Board/ Childrens Commissioner
Local Governance – DCSs
New governance agreed by July 2016

Implementation Accountability:

Continued direct accountability in each Borough by the designated Children’s Director. Additional challenge on consistency and quality from the GM Children’s Commissioner.

Joint Commissioning

- Joint specification for whole of Greater Manchester
- Specialist Directors - Mental Health, Youth Offending, Looked After Children
- Single procurement framework
- Pricing and contracting team

GM Governance – Joint Commissioning Board
Local Governance – CEOs
ToR of Commissioning Board agreed by July 2016

Implementation Accountability:

New Joint Children’s Commissioning Director accountable to the Health and Care Partnership and GMCA

Reform Capability

- Specifying and measuring common standards
- Workforce development and training
- Data and analytics – link for GM Connect
- Digital and Information Sharing – link for GM Connect

GM Governance – PSR Reform Board
Local Governance – CEOs
PSR Reform programme for Children agreed by July 2016

Implementation Accountability:

PSR Team accountable for linking in the Childrens Reform to the broader Reform Board on behalf of CEOs and DCSs

Asks of Chief Executives and Partners

- Sign up to a **GM-wide public service workers attitudes and behaviours** manifesto
- **Sign up from all authorities to support and take forward the proposals made.**
- **Recognise investment required in the Early Help model** to improve early intervention and prevention.
- Sign up to **one GM-wide strategy** for integrated children's health and social care, and for looked after children.
- **Collaborative working and funding** – pooling funds, risk and workforce across boroughs and agencies to deliver shared benefits with a strong commitment to Early Help.
- Commitment from all authorities that any **requests to DfE Innovation fund will be made as part of a collaborative arrangement** across GM linked to the Children's Services review programme.
- Request for Local Authority, Education, Health and Police and Justice **partners to engage and respond** in the co-design and financial baselining/modelling process
- Willingness to **consider fundamental changes to the current QA model**, and establish changes to the footprint and functions of LSCBs.
- **Acknowledge level of need around complex safeguarding** issues in all areas and agree a coordinated response.
- **Improved legal function in LAs** to support court evidence, and **assistance to reduce the number of care orders** for children at home.
- A **pragmatic stance on national education reforms** – seizing the opportunity for GM.
- **Sign-off to commence phase two of the programme.**

