

GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

GM Children's Services, Innovation Proposal

June 2016

Rationale for Devolution

Rationale for Devolution

We are committed to achieving the best outcomes possible for children and young people in GM within available resources. With the speed of devolution in all parts of the GM work resulting in radical transformation in commissioning, delivery and governance, our work with children, young people and their families needs to be at the heart of our planning for people.

1. Outcomes for children and young people are central to our aspirations for growth, employment and reduction in poverty in GM. This means we must provide the best universal services linked to the right early support but also continue to recognise the safeguarding needs of those who are most vulnerable. Our success will be in improved education outcomes, fewer children needing to be in care and increased proportions of young people in education employment and training post 18.
2. There is significant financial pressure on the budgets for children's services. With a minimum £40 million projected deficit in the spending review period if nothing changes. We need to reduce the need for high cost services and maximise their effectiveness at a GM level
3. Partnership working between local authority children's services and partner organisations is essential at every level of organisations and with increasing aspirations for integrated services, planning for these is needed at both GM and local level. Service needs for children must be woven into the GM framework of devolution.
4. The existing sector led improvement programme can be improved to deliver consistent standards across GM. Cost, quality and impact across of the ten authorities which cannot simply be explained by demographics.
5. The OFSTED regime and intervention system can at times hamper the capacity for innovation.
6. Where an authority is in 'intervention' or at risk of falling into intervention via an 'inadequate' judgement the GM system should be equipped to intervene and increase standards and outcomes minimising the need for external intervention and delivering a self sustaining improvement arrangements.
7. Ten authorities with collective accountability for children's services across gm should be stronger than ten working independently with the appropriate governance framework in place.
8. There is an opportunity via the GMCA system to create a self regulating arrangement. Due to the cites devolution act which provides for the conferral of statutory responsibilities to the GMCA in place of or concurrently with districts and other bodies.
9. The governments wish to evidence effective alternative systems for delivering services for children provides opportunity not only to create a gm system for the future but to make a significant financial ask of government to investing in delivering more effective and more integrated future services.

Transformation programme: key themes and proposals

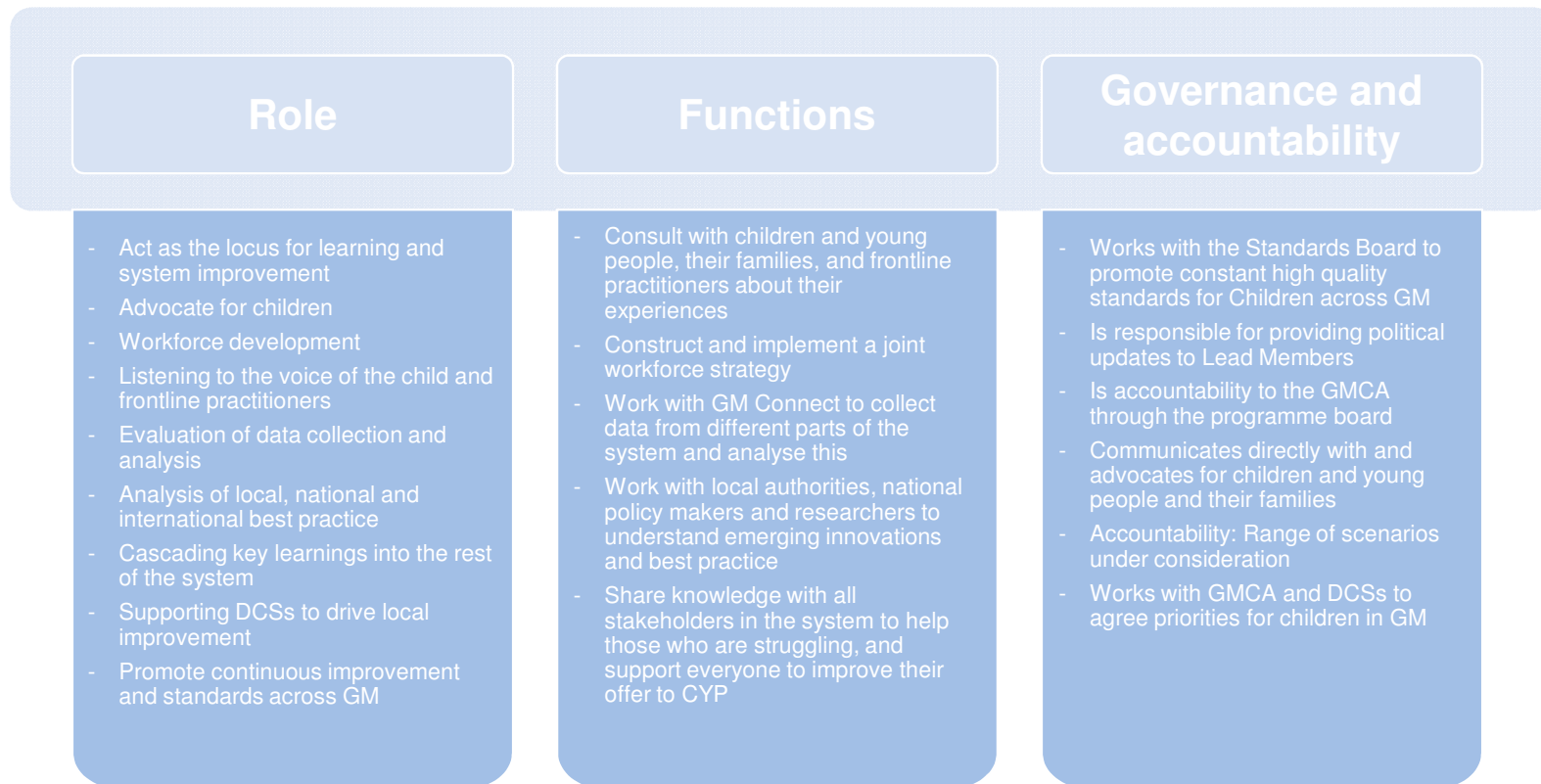
Theme area	Key proposals
<p>Integrated early help and health</p>	<ul style="list-style-type: none"> ▪ Systematic early intervention and prevention system focused on improving children's life outcomes: education, health, work. Led by joint locality leadership teams and supported by a joint outcomes framework, with a standard core offer across GM. ▪ Place and asset based, embedded in local 'anchor' organisations i.e. schools and primary care centres; and focused on whole family support. ▪ Able to harness the best practices across the ten boroughs and rapidly scale them across GM – scaling existing innovation programme in Wigan and Stockport, take scaling elements of best practice GM-wide. ▪ Will review acute and community paediatric and maternity services (including CAMHS, CWD provision) with Healthcare colleagues
<p>Education and Early years</p>	<ul style="list-style-type: none"> ▪ A transformed early years model, with schools having a greater 'Leadership' role. ▪ Schools forming physical community 'anchors' through which early help can be delivered ▪ 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.
<p>Youth offending</p>	<ul style="list-style-type: none"> ▪ Local YOS redesigned to be part of the early help offer, with targeted support for CYP who are at-risk of offending or re-offending ▪ A safeguarding officer at Wetherby to provide an interface to localities whilst the GM solution is addressed ▪ GM wide specialist Court team.
<p>Looked after children</p>	<ul style="list-style-type: none"> ▪ Agreeing a one-GM Looked After Children strategy, and developing a more balanced and self-sufficient market for placements within GM ▪ Providing a consistent edge of care offer across GM building on best practice approaches. ▪ Increase the focus on permanency for children entering the care system
<p>Complex safeguarding</p>	<ul style="list-style-type: none"> ▪ Developing a new, GM approach for complex safeguarding through a centralised, lead hub and operational spokes model, and linked to an expansion of the existing innovation projects
<p>Quality assurance</p>	<ul style="list-style-type: none"> ▪ Develop a bespoke QA framework for GM which takes an integrated approach. ▪ Create GM Quality Assurance role to oversee and assure the process; and use as a vehicle to facilitate sector-led improvement, intelligence-led QA and workforce development and a better understanding of population drivers, analytics and evidence-based interventions ▪ Develop a GM approach to multi-agency improvement planning and self-assessment ▪ Explore operating model to bring together LSCBs at GM level in light of Alan Wood's review of LSCBs

Potential Delivery models across different spatial levels

	Early help and integrated health	Education and early years	Youth offending	Looked after children	Complex safeguarding	Quality Assurance and LSCBs
GM level	<ul style="list-style-type: none"> One GM early help strategy Creation of 'GM Spine' to capture and disseminate best practice; GM level commissioning for select services e.g. maternity 	<ul style="list-style-type: none"> GM Employability Challenge Pupil place planning report Defining a model role for schools within Early Years Children's passport Schools and RSC engagement around employability Establishment of Education & Employability Board 	<ul style="list-style-type: none"> Consistent diversion/prevention offer and triage arrangements One GM youth justice courts team to be established Redesigning YOS to be integrated into EH model as part of GM EH strategy 	<ul style="list-style-type: none"> GM looked after children strategy Develop a consistent edge of care offer that is established across GM and keeps children out of care GM to take control of GM placement market; with an increased focus on permanency 	<ul style="list-style-type: none"> Development of one GM hub and spoke model for complex safeguarding Implement GM-wide protocols for Female Genital Mutilation and Gangs and Violence 	<ul style="list-style-type: none"> Creation of the GM Children Service's Chief Officer role to: <ul style="list-style-type: none"> advocate for children's services; be a vehicle for continuous improvement; and Coordinate LSCBs across GM Establishment of a GM Standards Board
Cluster level			<ul style="list-style-type: none"> Local secure estate provision across clusters of councils 	<ul style="list-style-type: none"> Edge of care provision possibly delivered in clusters 	<ul style="list-style-type: none"> Continuation of Child Sexual Exploitation pilot and rollout to other LAs by cluster Cluster level spokes for GM model 	
LA level	<ul style="list-style-type: none"> LA level delivery of place based models and public service hubs Individual LA level best practice used to inform GM strategy and best practice examples 	<ul style="list-style-type: none"> Schools becoming community anchors through which the early help model can be delivered 	<ul style="list-style-type: none"> Youth offending services to be delivered as part of early help models Free school application for young people in the criminal justice system 			<ul style="list-style-type: none"> LAs retain individual LSCB responsibilities

Quality Assurance and Standards: proposal overview

“An advocate for children and a vehicle for continuous system improvement”



Proposal for a GM Education and Employability Board – Role and Responsibilities

Objective: Driving growth, improving educational outcomes and supporting collaboration through a focus on employability and skills across the Greater Manchester education system.

