



Manchester City Council's Review of Protect Team; developing a Complex Safeguarding Hub.

Children and Families Scrutiny Committee
5th December 2017

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AREAS TO BE DISCUSSED

- The work of the Phoenix Protect Team
- A summary of progress and activity in relation to developing a Complex Safeguarding Hub
- Next steps

Strategic Context

- One of the key priorities for Manchester City Council's Children's Leadership Team and Greater Manchester Director of Children's Services was to develop a coordinated approach to 'complex safeguarding' across Greater Manchester.
- The Greater Manchester vision for complex safeguarding is that by 2020, "all children in Greater Manchester *who are vulnerable to exploitation or other forms of serious and organised criminality will be protected by services which will be delivered in a coordinated, informed and consistent way with improved outcomes for children, families and their communities.*"
- The proposed approach is for a refresh of the project Phoenix to develop a new collaborative partnership model for complex safeguarding; responding to emerging challenges.

Phoenix Protect Team

- Multi- agency – Police, social workers, early help, safeguarding nurse, Barnardo's
- Strengthened by co – location of Challenger, Xcalibre and Missing from Home Team
- This team will be integral to the complex safeguarding hub but the social care role will change to work across vulnerabilities.

Protect Service Review and Development

- Performance and Assurance dashboard developed and implemented and indicating;
 - Sustained improvement in the timeliness and quality of assessments
 - Single and joint audits of practice evidencing improvement and practice standards are embedded
- Clinical practice supervision supporting staff development and resilience
- PTAC (team around the child) has improved multi – agency planning, risk management and response
- Redesign of social work practice model in Protect

Protect Service Developments

- Piloting allocation of cases within Protect which focuses on harm through all forms of exploitation and not just CSE.
- Protect workers undertaking IRI (Independent Return Interview) for cases open to the team. Provides consistency of worker and approach.
- Leading evidence based practice in relation to complex operations. This has led to the identification of organised exploitation and live operations
- Increase in disruption activity
- Implementation of vulnerability screening tool covering all forms of exploitation
- Improved awareness and joint working across social care - practice workshops, training for CSE Champions and development briefings

Developing Manchester Complex Safeguarding Hub

- Manchester is a thriving, growing and diverse city. This unique demographic requires it to have autonomy over the design and creation of its Complex Safeguarding Hub which is responsive to its communities, citizens, exceptional demand and complexities.
- Manchester recognises that complex safeguarding issues affect all ages so we are committed to improving outcomes for children, young people and adults.

Recently Published National Guidance and Research

- 2017 has seen a proliferation of statutory guidance and research evidence in relation to complex safeguarding;
- March: Real Voices Are they being heard? CSE in Greater Manchester, A follow up report by Ann Coffey, MP.
- July: Making Connections - understanding how local agencies can better keep missing children safe (Children's Society)
- September: Research in Practice – Working Effectively to Address Child Sexual Exploitation : An evidence scope
- October: HM Govt UK Annual Report on Modern Slavery
- November: DfE - Care of unaccompanied migrant children and child victims of modern slavery. Statutory guidance for local authorities.
- November: LGA Modern slavery – a council guide

Definition of complex safeguarding?

Criminal activity (often organised), or harmful behaviour associated to criminality, involving children, young people and adults with multiple vulnerabilities where there is exploitation, a risk of exploitation and / or a clear or implied safeguarding concern.

The Complex Safeguarding Hub will build on existing structures to bring together expertise, knowledge and skills to deliver services in a coordinated way in relation to the following strands of exploitation:

- Sexual Exploitation
- Modern Slavery and Human Trafficking (including County Lines)
- Violent Extremism
- Honour Based Abuse (including Female Genital Mutilation)
- Organised Crime Groups / Serious Youth Violence (including Threats to Life)

The above definition is not exhaustive and the Hub will have the flexibility to evolve to address current, future and emerging threats and risks.

Understanding Need

- Awareness raising activity relating to sexual exploitation, modern slavery, trafficking, and Female Genital Mutilation is leading to increased reports and notifications.
- Areas of emerging needs/exploitation of vulnerable children are being identified e.g. County Lines
- Building on existing analysis, work is progressing to understand the level of 'need' is underway.

Vision – What are we going to do?

- We recognise good practice already exists but current services can be fragmented and typically focus on multiple occurrences of one type of abuse e.g. child sexual exploitation or gang related crime.
- The complex safeguard hub will change the how we understand and respond to safeguarding risks, with a focus on early intervention, prevention; strengthened relationships and therapeutic interventions.
- The focus of the Hub will be to work together with other services and to work intensively supporting and protecting the most vulnerable.

Vision – what are we going to do?

- The hub will include evidence based learning from the Achieving Change Together pilot. Visit www.itsnotokay.co.uk for more information.
- Co-designed with teams and those using the service.
- Develop a strengths based approach to focus on developing relationships and building trust between those affected services.
- Support will look at a range of linked issues to tackle both the causes and the symptoms of abuse.
- Partners will work differently to support families with complex needs in a more integrated way.

Principles

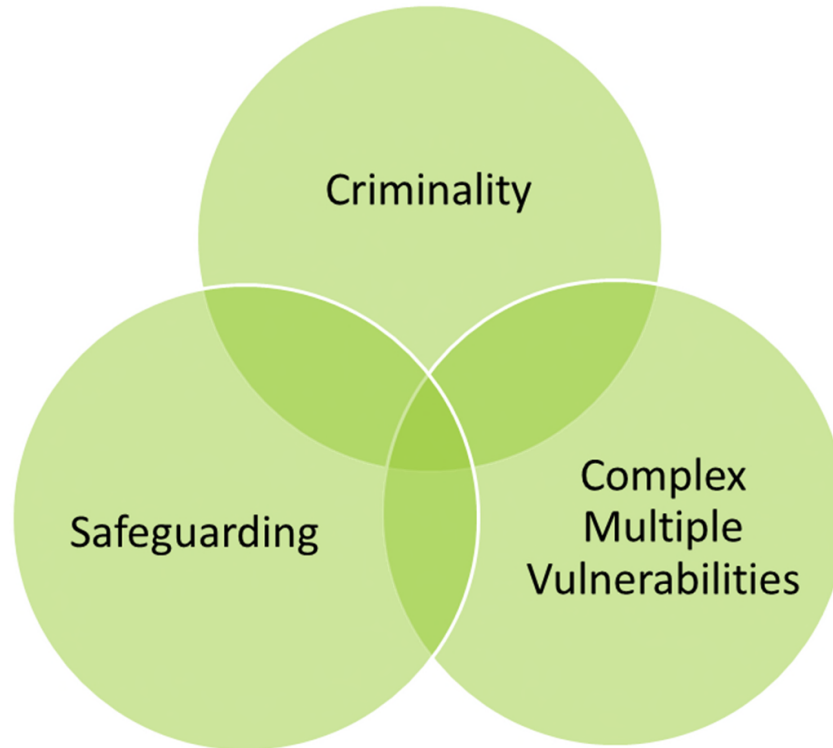
We will operate to the following principles

- Co-locate expertise, knowledge and skills from different professions
- Including the police, children's social care, voluntary sector organisations, schools, health and adult social care, probation, youth justice, mental health services.
- Prevention and prosecution of crime
- Focus on transitions
- Effectively share information, work together to provide a coordinated and timely response/decision

The team will be proactive in the delivery of support and evidenced based interventions to individuals where:

- There has been incidents or a risk of harm and / or abuse.
- There is an element of violence, emotional harm and physical harm.
- There are pre-existing multiple vulnerabilities from their environment and circumstances.

How is it different to what we have now?



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Progress so Far

May 2017 - The Complex Safeguarding Hub Steering Group established; membership includes;

Children's Social Care, Adult Social Care, Police, Health, National Probation Service, Early Help and Voluntary and Community Sector.

The Steering Group has oversight of four key strands of work:

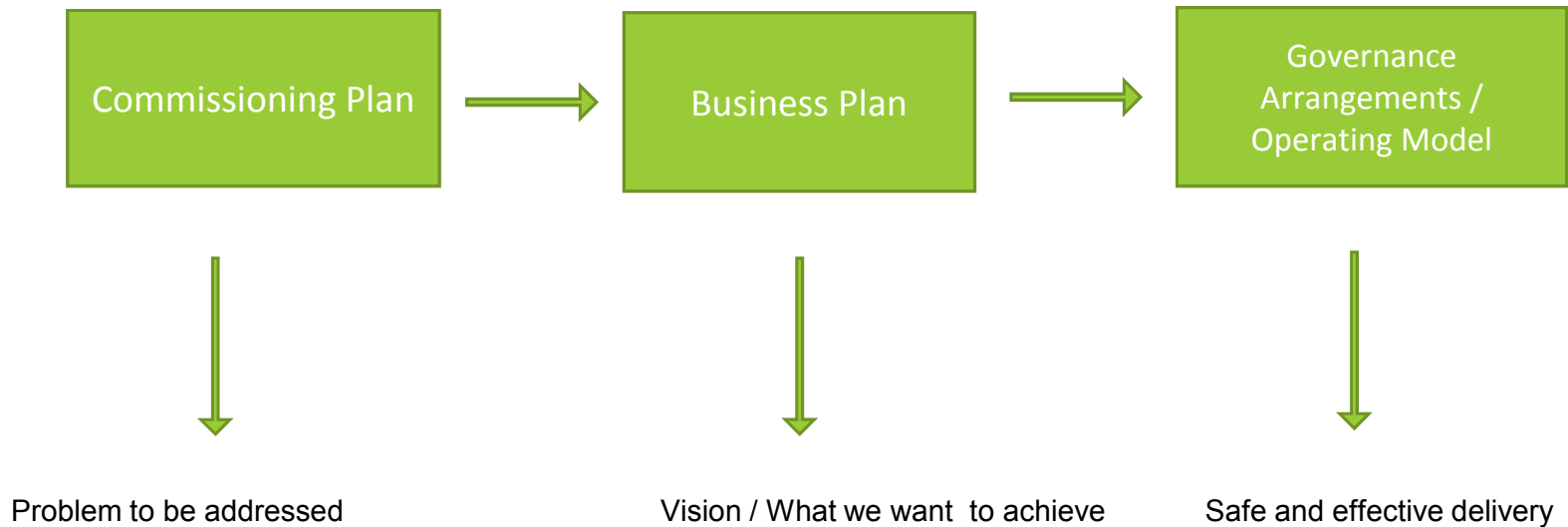
- Understanding need, developing operational guidance and referral pathways
- Demand Profiling
- Workforce Development
- Accommodation and Information Technology

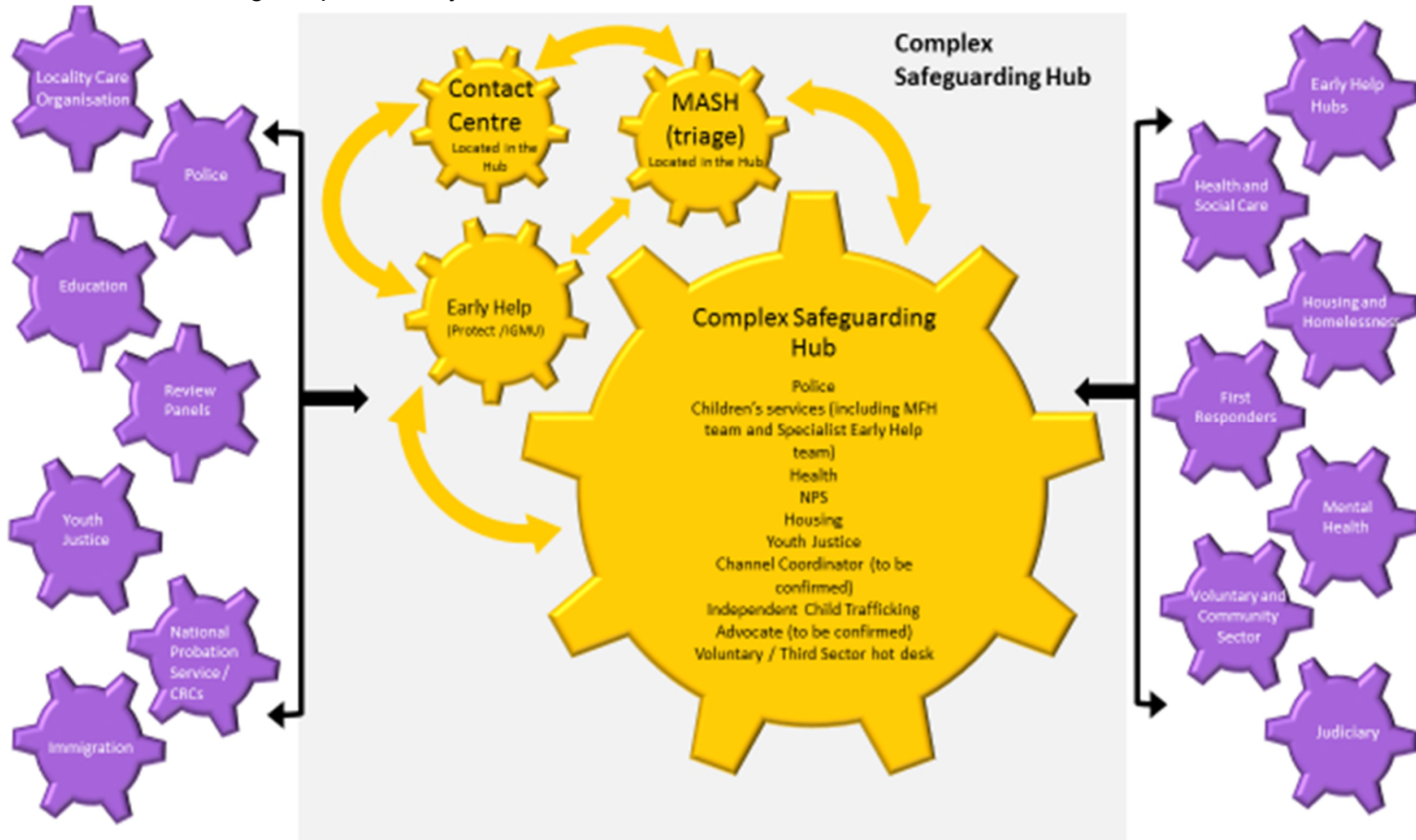
Progress So far

- Mapped out the current relationships and referral processes between the partners and services.
- Gathered research and evidence from all the different partners to help us to understand what the demand for hub services will be.
- Designed the draft of what the hub will look like .
- Begun to develop a detailed operating model which will set out how the Hub will work on a day to day basis.
- Undertaken a workforce training needs analysis

Commissioning and Governance

To achieve sustainability a commissioning plan is being developed which will clearly set out what we want to do and how we will achieve this. The three stages of this are as follows:





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Partnership Workshop

On 14th November 2017 informed by case studies/research a Complex Safeguarding Workshop was held and identified the following areas were essential to Hub's success:

- A focus on prevention by raising awareness across all agencies, third sector and voluntary sector in relation to practitioners identifying the contributors and early signs of exploitation
- A whole family approach and focus on the transition phase
- Effective screening of requests for services
- Prompt information sharing
- An identified and consistent lead professional responsible for coordinating packages of support; avoiding duplication between agencies
- Strong communication channels; especially with universal services ie schools, GPs, hospitals.

Next Steps – Complex Safeguarding Hub

- Finalise analysis of need and learning from children and families experience
- Complete redesign of Phoenix Protect
- Recruitment
- Agree workforce development and training covering ACT model
- Finalise operating Model
- Finalise Practice guidance and standards

Timeline

- Commissioning Paper - December 2017
- Business Case (resources) – January 2018
- Operating Model – February 2018
- Implementation and ‘go live’ – April 2018

Questions