

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 30 January 2018

Subject: Post Ofsted improvement plan

Report of: Deputy Director Children’s Services

Summary

OFSTED recently re- inspected Manchester children's services, their report and judgement of the service was published on the 21st of December 2017. Their judgement was that Manchester’s children's services, “requires improvement to be good”.

As a consequence of this judgment the Improvement Notice associated with the Inadequate judgement of 2014 has been rescinded and the services no longer requires an Improvement Board.

This report identifies the need for a short life “Delivering Excellence Getting to good Board” and identifies the priorities for the work of that Board

Recommendations

Children and Families Scrutiny Committee members are recommended to:

1. Discuss the identified priorities for the Delivering Excellence and Getting to Good Board; and
2. Request an update on progress and impact.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	An effective children’s service will reduce inequalities within the City and result in children and young being more able to contribute to the economy.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	An effective children service will lead to the nurturing of talent and the advancement of skills
A progressive and equitable city:	A effective children's service will promote equality

making a positive contribution by unlocking the potential of our communities	utilising personal and local resources
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	An effective children's service can make a significant contribution to our infrastructure and assist in the growth of the city

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

OFSTED inspection of Manchester's Children's Services 2017

1.0 Introduction

- 1.1 OFSTED recently re- inspected Manchester children's services, their subsequent report and judgement of the service was published on the 21st of December 2017. Their judgement was that Manchester's children's services, "requires improvement to be good".

As a consequence of this judgement the Improvement Notice associated with the Inadequate judgement of 2014 has been rescinded and the council is no longer required to have an Improvement Board.

The service and the partnership providing children's services have recognised the value of the Improvement Board as a vehicle for coordination of partnership working and performance monitoring. As such to manage the transition to business as usual we have agreed in the short term to establish a Delivering Excellence - Getting to Good Board.

The scope for the Board identifies the remit and the approach of the Delivering Excellence - Getting to Good Board to ensure effective oversight of performance of children's services going forward.

2.0 Background

Manchester's Children's Services have undertaken a successful improvement programme following an inadequate inspection judgement in 2014. This programme, in addition to delivering the 24 recommendations from the inspection, re-established strategic priorities, standards of practice, management oversight and in doing so has transformed services to improve the experiences and outcomes for children in need of help and protection, children in care and care leavers.

In October 2017, Ofsted undertook a re-inspection of Manchester's Children's Services and on 21st December 2017 published the subsequent judgement that services Require Improvement...to be good. The City continues to see the benefits of this transformation and improvement in the following areas;

- More children are achieving permanence, including through adoption, in a more timely fashion.
- Educational progress and attainment of looked after children is improving, and the gap with peers is narrowing.
- Social work and early help services continue to improve. Supported by evidence based practice to support continual improvements in the services children and young people receive.
- Assessment of need is more timely and effective in identifying risk and the support needs of children and families.
- Children and young people have a stronger voice; evidence of professionals engaging and seeking the views of children and young people is actively promoted and being closely monitored.

The delivery of Manchester's improvement plan has been overseen by an independently chaired 'Improvement Board' and whilst Manchester's Children's Services Governance, Leadership and Management has been judged to be 'good' it is important the transition to 'business as usual' is successful and consideration is given to key themes and issues that support the partnership to make the required improvements associated with improved performance and an OFSTED based judgement of Good. Whilst the board will focus on 7 priorities, identified below, it will remain driven by our vision for Manchester's children contained within the Our Manchester Our Children strategy that children in the city are Safe, Healthy, Happy and Successful. Consequently, the partnership has agreed it is beneficial for the Improvement Board to convert into a 'Getting to Good' board to support this transition.

The **Delivering Excellence and Getting to Good Board**, the full report is **attached at Appendix 1** will continue to be independently chaired and will oversee the implementation of the actions set out in the Getting to Good Plan. The Board membership will continue to be made up of senior representation across the partnership, the Executive Member with responsibility for Children's Services as well as it being influenced by the opinions and views of practitioners and of young people.

Ultimately responsibility for oversight, governance and delivery of the continued improvements rests with the relevant strategic and operational boards and groups, such as:

- The Corporate Parenting Panel
- Children's Board
- Manchester Safeguarding Children Board (MSCB) and associated sub-groups.
- Community Safety Partnership
- Health and Wellbeing Board
- *Community Health Services Transformation Board*

It is considered the "Getting to Good" Board will be time limited with a focus on assisting the transition from a board driving improvement to practice, process and culture to these aspects of improvement being evident in the current governance structure outlined above. In order for that to happen the Board will focus on 7 themes, that are overarching and essential elements of ongoing improvement and will be critical in receiving a "good" judgement from OFSTED. These seven themes are as follows;

1. Ensuring the right help at the right time – reducing complex demand through effective early intervention and prevention.
2. Effective and efficient responses to escalating need and risk through strong partnership engagement and understanding of thresholds
3. Shaping the future safeguarding partnership arrangements for strategic governance and oversight of service delivery for children.
4. Assurance and development of the partnership performance outcomes framework.

5. Challenge and assurance on partnership plans for the delivery of sustainable resources for delivery of and continued improvement of services to children.
6. Supporting development of self-assessment for future single agency and joint inspection regime.
7. Oversight and challenge against delivery of inspection recommendation.

The focus on these seven themes will positively impact on the capacity of the partnership to be self-evaluative and to inform views about the quality and impact of social work practice. The requirement for this type of activity will be essential in order to answer the three questions that underpin the new OFSTED Inspection of Local Authority Children's Services system which are:

- What do you know about the quality of social work practice in your local authority?
- How do you know it?
- What are your plans over the next 12 months?

Whilst our Children and Young People's Plan, Vision and strategic agreements will drive our ambitions for Manchester's children the Getting to Good Board will drive commitment and monitor performance, as such it will require to develop a suite of indicators in order to measure success against the 7 priority areas. As it is difficult to have performance indicators across a partnership the development of proxy indicators supported by existing performance data and other governance activity will be essential. These proxy indicators by reflecting the effectiveness of the system to support children will also provide an opportunity for scrutiny and challenge both within and to the partnership. Whilst not fully formed an indicative set of proxy indicators are likely to include;

- School Attendance
- Permanent and Fixed Term Exclusions
- Number of children subject to a Child Protection Plan and those subject to more than 1 period and over 2 years when the plan is discontinued.
- Number of Social Work Assessments which result in No Further Action
- Number of Looked after children
- Number of Children with a clear plan of permanence
- Number of Child in Need
- Number of Early Help Assessments
- Children missing from Education and Home
- Domestic Violence and Abuse notifications
- Average caseloads for experienced Social Workers and ASYE (newly qualified)
- Statutory visits to children subject to a Child Protection Plan
- Referrals to Children's Social Care per 10k

The Getting to Good Board meeting of the 19th of January 2018 will be focussed on discussing the design of these indicators.

3.0 Conclusion

It is evident that the Improvement Board has made a significant contribution to the improvement of children's services in Manchester. The creation of a Getting to Good Board focussing on seven key priorities should ensure a smooth transition to business as usual where our agreed governance structures are in a will be in better position should be in enhanced position to contribute towards further improvement in Children's services.

7. Getting to Good Board Delivery Priorities

No.	What	How	Why	Who and When	What Will Success Look Like
1.	Ensuring the right help at the right time – reducing complex demand through effective early intervention and prevention	<p>Through the refreshed early help strategy.</p> <p>Review and commission of MASH.</p> <p>Establish a Complex Safeguarding Hub.</p>	<p>Evidence shows a timely and proportionate response is more likely to effective positive change for children.</p> <p>A review of requests for a Social Care service and children who have become looked after indicate had there been a EHA and intervention demand for for a statutory intervention could have been avoided.</p> <p>In order to effectively prevent, protect children and prosecute those who wish to exploit children, it is essential services are co-ordinated, share information and work together. If done well, this can avoid children being placed at distance (severing positive relationships) and in expensive placements that often do not affect any real change.</p>	<p>March 2018</p> <p>MSCB which has a responsibility to ensure thresholds are understood and oversee the provision of early help.</p> <p>The MASH Board has agreed to oversee the commission of the MASH and will adapt to provide the multi-agency governance for the Complex Safeguarding Hub.</p>	<p>Key measures of existing complexity are within national comparator averages:</p> <ul style="list-style-type: none"> ● increase in EHA and reductions in ● CSC Referral Rates ● CP Population ● LAC Population and within this high cost at distance/residential provision. ● increase in disruption activity in respect of 'complex safeguarding' areas of focus and an increase in prosecutions relating to the exploitation of children.
2.	Effective and efficient responses to escalating need and risk through engagement in professional dialogue, strong partnership working and understanding of thresholds.	Strengthening local and multi-agency arrangements for triage, advice/support and engagement with social care at a local level; promoting professional conversations regarding children's needs and how they can be best	<p>Appropriate and timely, efficient intervention is crucial in addressing needs, at the earliest opportunity and preventing unnecessary escalation of children's needs.</p> <p>All agencies have a duty to safeguard children and work in partnership; working together to</p>	January 2018 all localities will have a regular 'bridging the gap' forum that will strengthen local partnerships and access to CSC expertise/advice.	Meeting children's needs the 'first time are more likely to result in a high rate of conversion from referral to social work assessment and reduction in the number of assessments that do not require social work intervention. In addition to the indicators above this will be measured by

		met. MSCB training, awareness raising and practically via Early Help Hubs.	provide early help will reduce long term complexity and support the long term viability of the system.	March 2018 MASH will have been recommissioned and revised delivery model in place. April 2018 - all agencies via the MSCB are to have delivered s11 audit actions and promote the use of EHA, interventions and access the EH Hubs.	sustained lower than national averages of 'repeat referrals (currently 20%) The number of Social Work Assessments that result in NFA will reduce from 40% to 20%.
3.	Shaping the future safeguarding partnership arrangements for strategic governance and oversight of service delivery for children.	Review of current MSCB arrangements and development of a transition plan that sets a clear vision and framework to enable successful transition to the future safeguarding arrangements in Manchester.	Statutory Guidance will be issued in April 2018 that sets out the requirement to establish a safeguarding arrangement, led by the 3 statutory agencies of CCG, Local Authority and Police. Strong safeguarding requires partners to work collectively to define the best ongoing arrangements to effectively scrutinise multi-agency practice and performance to learn lessons, improve and provide mutual assurance.	Edwina Grant, OBE, will develop a discussion paper for Manchester's proposed Safeguarding Arrangements as outlined in WT 2018 by April 2018.	A clear plan with milestones is in place for the transition to new safeguarding partnership arrangements. New Governance and Engagement Structures are in place and are owned and participated in by all partners involved in Children's Safeguarding. The MSCB successfully transitions to the new arrangements within 3 months of plan being agreed and fully operational by 2019.
4.	Assurance and refinement of the Children's Board outcomes framework; ensuring full multi-agency ownership.	Review and refresh of the Children's Board Outcomes Framework against the C&YPP to reflect revised role/function via a desk	The CYPP draws from the Our Manchester Strategy and provides the shared vision, ambition and priorities for Manchester's Children and Young People.	Edwina Grant, OBE March 2018	A clear and intelligent outcomes framework which wholly represents the agreed priorities from the C&YPP Plan, and supports effective challenge against performance in those

		top analysis and engagement with all key partners.	It is important all agencies are able to evidence progress and delivery of the CYPP priorities.		priority areas, and informs service delivery and decision making.
5.	Challenge and assurance on partnership plans for the delivery of sustainable resources for delivery of and continued improvement of services to children.	Facilitate a finance challenge workshop. produce a summary assurance report	The public sector continues to be challenged by high demand, need and diminishing resources. It is therefore critical in order for children to be safe and achieve positive outcomes, resources need to be deployed and maximised where they can have the greatest impact.	Edwina Grant, OBE March 2018	A sustainable resource base to ensure continued improvement.
6.	Supporting development of self-assessment for future single agency and joint inspection regime	Presentation of SEND and JTAI inspection preparations, self assessment and action plans to drive improvement.	All LA areas will receive a SEND inspection; Manchester has yet to be inspected. Manchester will be subject to Ofsted ILACS Inspection Framework. This will include 2 thematic focussed visits and potentially a JTAI (themes for 2018 are CSE, Domestic Abuse and Neglect). This framework is increasingly focussed on practice and multi-agency response to key themes and issues. The continued strength of the CS partnership is critical for both preparation for inspection and the ongoing development of services in these key areas.	Amanda Corcoran (SEND) MSCB (Neglect) CSP (Domestic Abuse) April 2018 Via MCC CS Dep. Director will support with a single point of co-ordination.	A shared understanding of the challenges and expectations of inspection arrangements. An agreed framework for ongoing self-assessment of multi-agency performance, practice, strategic and operational arrangements.
7.	Oversight and challenge against delivery of inspection recommendations.	Through the development of performance matrix and reporting arrangement on progress made against the post-Ofsted action plan.	Delivering the post-inspection action plan in a timely and effective manner in order to improve service areas addressed by the inspection report and develop the ongoing conversation with the inspection	DCS - supported by all Board members. April 2018	Ofsted Inspection Recommendations are delivered against agreed targets and are sustained.

			regime for further reviews.		
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