

Joanne Roney OBE
Chief Executive
Manchester City Council
PO Box 532
Town Hall Extension
Manchester
M60 2LA

March 2018

Dear Joanne,

Re: S31 Grant Determination Letter for funding for Targeted Innovation and Reform funding for Greater Manchester. MHCLG reference 31/3302 and DfE reference GR1000423.

This Determination is made between:

- (1) **The Parliamentary Under Secretary of State for Children and Families and**
- (2) **Greater Manchester Combined Authority.**

Purpose of the Grant

Following the launch of the Greater Manchester Combined Authority, a funding proposal was submitted to the Department of Education to support a package of reforms for the ten constituent local authorities.

The Parliamentary Under Secretary of State for Children and Families has agreed to make a conditional offer of £7.43m towards the following activities in the region:

- The creation of GM wide care leavers trusts
- The creation of a GM wide standards and improvement board for children's social care
- The scale and spread of existing innovation programme funded projects.

Annexes B and C provide further detail on the items above and a breakdown of the funding that will be provided.

This funding is contingent upon GMCA and the Parliamentary Under Secretary of State agreeing to the following conditions:

- GMCA will continue to invest in the overall reform programme.
- A commitment from all GMCA leaders towards the direction of travel.
- An agreement that this funding will also contribute to practice improvement LSCB reform.
- Confirmation that this work is deliverable.
- An agreement on accountability and oversight with DfE officials.

This grant determination letter sets out the arrangements for distributing this sum.

We look forward to working with you to bring about the rapid signature of the grant agreement.

Signed by authority of the Parliamentary Under Secretary of State

A handwritten signature in black ink, appearing to read 'G. Archer', written in a cursive style.

Graham Archer
Director
Department for Education

TARGETED INNOVATION AND REFORM FUNDING FOR GREATER MANCHESTER GRANT DETERMINATION 2018: No 31/3302

The Parliamentary Under Secretary of State for Children and Families (“the Parliamentary Under Secretary of State”), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

Citation

1) This determination may be cited as the Targeted Innovation and Reform Funding for Greater Manchester Determination 2018 [No31/3302].

Purpose of the grant

2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.

Determination

3) The Parliamentary Under Secretary of State determines the authorities to which the grant is to be paid and the amount of grant to be paid; these are set out in Annex A.

Treasury consent

4) Before making this determination in relation to local authorities in England, the Parliamentary Under Secretary of State obtained the consent of the Treasury.

Signed by authority of the Parliamentary Under Secretary of State

A handwritten signature in black ink, appearing to read 'G. Archer', written in a cursive style.

Graham Archer
Director
Department for Education

**ANNEX A – Targeted Innovation and Reform Funding for
Greater Manchester GRANT DETERMINATION 2018: No
31/3302**

Authorities to which grant is to be paid	Amount of grant to be paid
Greater Manchester Combined Authority	£7.43m

Annex B – Breakdown of Costs

The table below breaks down the funding offer.

		Spend (£m)
Scale and spread of existing Innovation Programme bids	Rochdale CSE	1.06
	Wigan	0.82
	Salford	0.90
	Stockport	0.82
	<i>Sub-total</i>	3.60
Newly funded projects	Sufficiency and permanency	1.035
	Leaving care	0.675
	Hub and spoke	0.52
	Edge of care	1.6
	<i>Sub-total</i>	3.83
		7.43

Annex C – Further detail on what the funding will be used for

The following annex outlines the projects the GMCA has requested financial support to deliver, in more detail.

a) Edge of care and the scale and spread of existing Innovation Programme projects

GM's edge of care offer would bring together a GM offer for sustained/longer term support to hold families together, building on existing adolescent support units. It would introduce intensive outreach models for crisis support; a GM network to support Missing from Home locality teams that also supports the GM complex safeguarding and early help models; and create a network of domestic violence implementation support. GM expects to see reductions in the number of dysfunctional families, numbers of children becoming looked-after, and the number missing from home. An increase in young people able to remain with their families, the number of young people classed as in education, employment or training, and the number in sustained and suitable accommodation. GM estimates “£9m of savings by 2019/20 due to fewer children entering the system”, a reduction in costs due to reduced need of £3m for child protection plans and £17m for children in need”.

Wigan Adolescent Mental Health project (working with local CCG; funded £920k in Wave 2). Wigan established a combined team of social care and CAMHS professionals to provide crisis and step-down support for young people in or at risk of entering care with significant mental health problems. The scale and spread of this approach is intended to cover an additional two authorities in year one before moving on to further authorities [we will use the letter at Annex A to request the names and phasing of the GM authorities signed up to this].

The pilot has shown a tenfold reduction in numbers becoming looked-after for this cohort. Cost benefit analysis has demonstrated a 1:3 return on investment equating to £1.4m annual benefits in Wigan alone. GM believes, when extrapolated, this might equate to an additional £2.8m savings per annum in other authorities.

Salford Strengthening Families project is an intensive specialist programme aimed at parents most at risk of their unborn child being removed from their care, and parents who have already been subject to safeguarding procedures, i.e. where they have previously had a child removed. GM will scale this work to all ten GM authorities over three years and link it to the department's Pause Programme, delivering further efficiencies. Salford's programme has seen 85% of those mothers accepted on to the programme avoid having babies taken into care; see improved maternal, physical, and mental health. The programme expects extrapolated savings of £2.2m across GM based on £7,800 per baby on average spending 9 months before adoption being looked-after.

Stockport Family Model project (£3m in Wave 1) integrates social workers with the wider children's workforce and locates teams in the heart of communities, linked closely with schools. Underpinned by restorative practice, it is “helping families to deal with conflict and challenge and repair relationships”. GM will scale up the strongest elements of the model including scaling the ‘team around the school’ approach, creating “a single integrated

pathway pre-birth to 25”; and providing a dedicated social care resource within primary and secondary schools to identify safeguarding issues. GM intends to move 20% of high-cost looked-after children placements to lower cost settings, reduce total spend on placements, and increase early help activity. GM anticipates saving of between £0.90m and £1.07m depending upon placement type. We will use the letter at Annex A to request the names and phasing of the GM authorities signed up to this but we understand it will be rolled out across the whole of GM.

b) The introduction of a specialist complex safeguarding hub

Greater Manchester intends to create a function to develop strategy, policy, and procedure, and hold data, knowledge and intelligence to coordinate the complex safeguarding partnership in GM. This would include workforce development and management, a rethink on social work and roll out of training to all GM social workers. All ten authorities and partners are already “engaged and signed up to a single system/way of working” to assess safeguarding risks, introduces joint commissioning across agencies, and introduces an IT system that supports data storage and sharing. GM anticipates earlier identification of complex issues and earlier intervention, delivered by a “fully trained multi-agency problem solving workforce that sees their role as wider than a single agency”. GM expects a cashable saving of £2.3m.

c) The development of a GM-wide Care leavers’ trust

Greater Manchester has proposed a single GM trust to deliver policy innovations consistently across GM for care leavers. It will be delivered in waves of four local authorities per wave, with the first wave completed in year one [we will use the letter at Annex A to request the names and phasing of the GM authorities signed up to this]. Operationally, the care leavers’ trust will have single governance model and cross-GM practices and is anticipated to become self-sustaining as efficiency saving are made. GM anticipates “at least a £4 million saving from improved outcomes for care leavers”. Salford and Trafford – two of the strongest authorities in GM and nationally on care leavers – lead this work. Officials are confident that leadership there will drive the necessary work to see the care leavers’ trust succeed. GM has outlined additional pressures from ‘Staying Put’ can be absorbed into the care-leaving programme and budget. Reductions in long term NEET, offenders, criminality, and NHS pressures are listed amongst the wider outcomes for this work.