



Children and Young People Scrutiny Board

Children's Transformation Programme (CTP)

Matt Bulmer

Director of Education Early Years and Skills



Oldham
Council

Children's Services Transformation Programme Structure

3. A Home for Every Child

Ensure that we have sufficient provision to meet the needs of our CYP. Making sure we place children appropriately and that we have a robust and supportive foster care service in Oldham.

2. Making Oldham a great place to work with Children and Young People

Delivery of a supported and stable workforce that delivers quality and consistent practice. Ensuring that caseloads are manageable, social workers are well supported and their quality of work is to the highest standards

Strategic and Outcomes based Commissioning: *This enabling programme sits across all workstreams*

Sufficiency, Placements and Quality Practice Programmes:

This programme area is to support a planned and appropriate reduction in the numbers of children in residential provision by making better placement decisions. Where we do have CLA that their needs are met through quality provision and practice within a mixed market economy and supported by a robust foster care system.

1. Quality Support at the earliest point

Strengthen the CYP prevention and early intervention system in Oldham through key projects such as Family Hubs and to provide leadership in a system wide approach to prevention. Support to Families is appropriate and at the earliest stage, with a de-escalation of needs and CLA

4. Improving the Mental Wellbeing of Children and Young People in Oldham

Aligned to our approach to earlier interventions at lower levels, ensure that the Mental Wellbeing system and our services address needs at earlier stages and prevent escalation.

5. Improving the Speech, Language and Communication Needs of Children and Young People in Oldham

Aligned to our approach to earlier interventions at lower levels, ensure that the SLCN system and our services address needs at earlier stages and prevent escalation.

Early Intervention and Prevention Programmes:

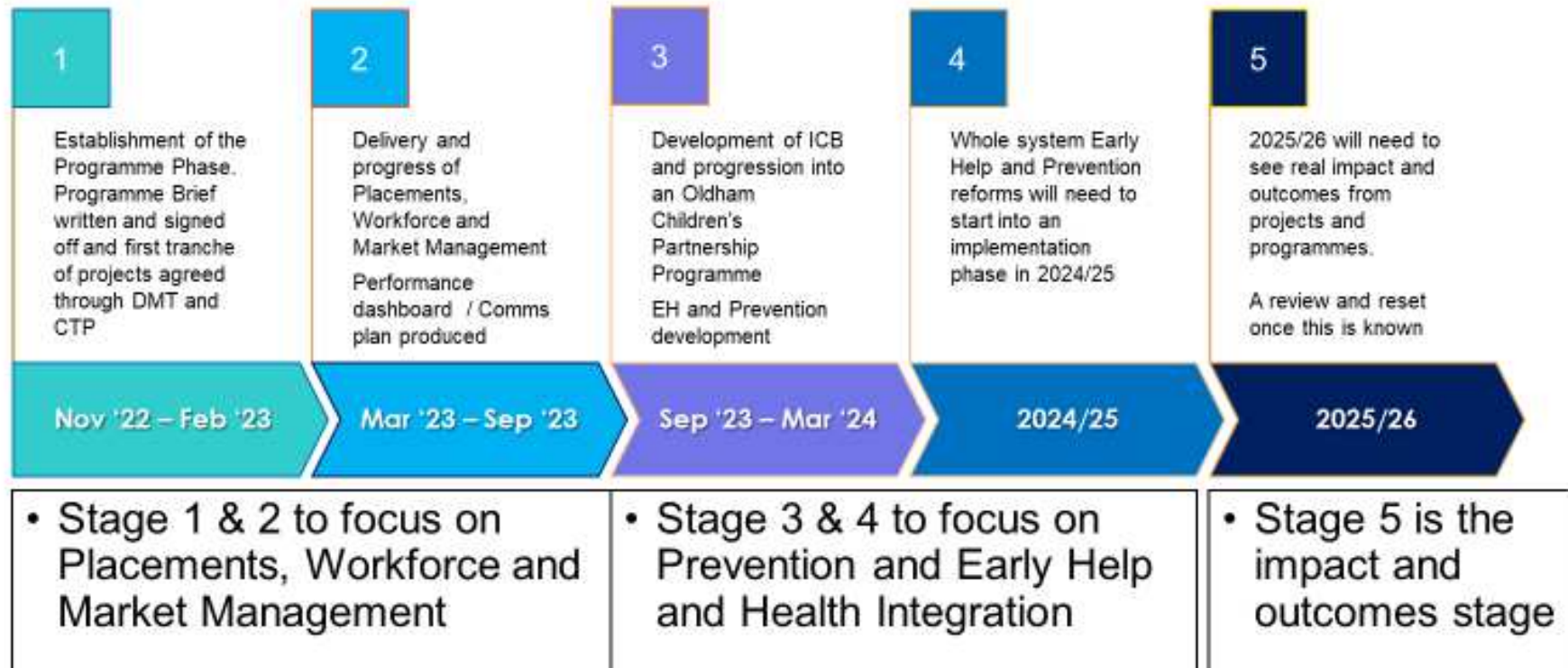
With rising numbers of CLA we need to reform our services to address needs earlier, this programme focuses on a system wide approach to early help, on specific CYP Projects and on 2 key areas that have been identified as key drivers for demand in Mental Wellbeing and SLCN. A whole Oldham partnership approach is required to make a real difference.

6. Inclusive Education for all our Children

Separately governed but associated improvement programme for SEND:

Ensure we have the right SEND provision and balance of services to meet needs, a significant part of the programme is use of the High Needs DSG and how this can be used effectively to reduce growing demand by improving outreach and support.

Project Timeline



Programme Highlight Report

Highlight Report: Children's Transformation Programme			
Report Author:	Matt BULMER	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Matt BULMER
Senior Responsible Officer:	Gerard JONES		
Overall Summary			
Current Status:	Amber	Previous Status:	Amber
<p>Main event in this period has been the joint Ofsted/CQC area SEND inspection. Whilst the inspection picked out a range of system-wide and service-specific strengths, the inspection also identified important areas where significant progress was required. The two priority actions from the inspection will be:</p> <ul style="list-style-type: none"> • Improved access to therapies, the most significant of which being Speech and Language Therapy (SALT) • Improved leadership of the SEND partnership <p>With regards to the 'quality support at the earliest point' strand, progress has been rapid on Family Hubs with formal opening of Beaver on 20 July. A further estates business case is due to come forward shortly. Although the 0-19 service fared well during the SEND inspection, more work is needed to make the service financially sustainable over the long term.</p> <p>In relation to the workforce strand, all planned activity is progressing to plan and target; however, agency rates remain stubbornly high. Work is underway to look at further options to make planned reductions to agency staff. This includes the modelling of increased caseloads and reduced demand.</p> <p>On placement sufficiency, the children's home proposal is shortly to move through the Council decision making process. Expressions of interest were received to run the home. These are currently being considered. The deadline for expressions of interest for semi-independent placements are due within the next week. Fostering recruitment continues to go well, with the targets due to be hit.</p> <p>Significant risks to the programme still exist. The main ones surround demand for services and the supply of staff and placements. This position still remains unbalanced, with the position on placements being particularly difficult. Some of the transformation activity will start to see impact during the remainder of the financial year.</p> <p><u>Milestones for the next period:</u></p> <ul style="list-style-type: none"> • End July: review of Section 75 agreement between Council and Northern Care Alliance • 18 July Residential Business Case to Directorate Management Team • 20 July: opening of Beaver Family Hub • End-July: fostering panels • 2 August: residential business case to management board 			

Work Strand Status

Work Strand	Programme Manager	Key Updates
Quality support at the earliest point	Matt Bulmer	All Family Hubs services now commissioned. Virtually all staff now in place. Soft launch of Beaver hub took place in early July. Formal launch on 20 July. Estates business case will be ready by end of month. 0-19 service: Chief Executive of Northern Care Alliance, and Managing Director of Children and Young People for the Council due to jointly host a workshop in late July which will look at a review and reset of the Section 75 agreement between the two organisations.
Making Oldham a great place to work with CYP	Sharon Moore	All planned activity progressing well in this strand. As a result, the workforce is starting to feel more stable. This has been reflected in (1) feedback from staff (especially at a recent practitioner's forum) and (2) further improvements in the quality of social work. Additionally, progress being made on the reduction of our higher cost agency staff (and further progress here is anticipated.) However, the overall background pressures on the workforce remain unchanged: high demand and limited supply. As such, our investment in trainee social workers is pivotal. This recruitment is still on track to hit targets. As a consequence, we are well placed to see both reducing levels of turnover and a reduction in agency use over the course of the rest of this financial year.
A home for every child	Steve Larking	Foster carers: there have been 15 enquiries in June. Out of the 15 enquiries, all are from Oldham. No de-registrations this month and one approval. 3 Further application comes to panel in July. There are a further 6 households within the recruitment process currently. This puts us in a strong position to meet our targets New Children's Home: We have received 8 expressions of interest from Providers to deliver either the new Council children's home or new residential block contracts. We will establish a new Children's residential provider collaborative model to ensure more influenceable residential provision in Oldham including these 2 projects. The full business case will be presented at Directorate Management Team on 2 August and Management Board on 16 August.
Improving the mental wellbeing of Oldham's CYP	Steve Larking	Meetings have been held with the chair of the Oldham Mental Health Locality Board and discussions are underway on its reform to be the governance vehicle for change. A sub-group for children and young people (CYP) is being developed and this workstream will be led through this programme route. A review of the draft CYP mental health strategy is underway, ensuring it is an integrated strategy that includes the requirements of social and emotional mental health from the SEND service and is not just a health led and owned strategy. Specific project plans will be developed once the reforms are in place and the strategy signed off.
Improving the SLCN of Oldham's CYP	Steve Larking	A service specification and contract review meeting was held with the NCA and agreement reached on a 2 stage approach to transformation. 1) A jointly owned recovery plan will be developed with costings for waiting list backlog clearance and the meeting of statutory SEND duties around input into education and health care plans. A first draft will be issued for review by 19 July 2) A full service transformation project across health, education and social care will be brought together with a 9 month programme target for outcomes. Thus will draw together the currently disparate speech, language and communication needs transformation work under a partnership model for change
Inclusive education for all Oldham's CYP	Amber Burton	The SEND improvement programme was commented upon positively within the recent inspection. The main comment was that both the improvement plan (and the associated strategy) had not yet had time to show impact. The additional comment was that the SLC part of the plan was, however, weak and did not show enough detail around how to deal with access to services issues.

Quality support at the earliest point

Highlight Report: Quality Support at the Earliest Point			
Report Author:	Matt BULMER	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Matt BULMER
Senior Responsible Officer:	Gerard JONES	Project Manager:	Paula HEALEY
Overall Summary			
<p>Overall Summary:</p> <p>All Family Hubs services now commissioned. Virtually all staff now in place. Soft launch of Beaver hub took place in early July. Formal launch on 20 July. Estates business case will be ready by end of month. 0-19 service: Chief Executive of Northern Care Alliance, and Managing Director of Children and Young People for the Council due to jointly host a workshop in late July which will look at a review and reset of the Section 75 agreement between the two organisations.</p> <p>Priorities for the next period: 0-19 service transformation workshop – late July Launch of Beaver Centre – 20 July</p>			
Key Current Milestones			
Milestones:	End Date:	RAG:	Progress on Milestone:
Hire the Family Hubs programme team	30/06/2023	Green	All posts now in place aside from the 2 parenting officers (recruitment currently underway.)
Commission specific FH services/activities	30/06/2023	Green	All commissioning for FY22/23 now almost completed. The contract with Pennine for Parent and Infant Mental Health has now been agreed (thanks to the involvement of Mike Barker and Steven Larking) and good strategic relationships have now been established with that partner. Additionally, Alistair Craig (Chief Executive, NCA) has approached Matt Bulmer to discuss the possibility of NCA being further aligned with Family Hubs development.
FH branding	30/06/2023	Complete	Branding agreed and installed in Beaver.
Reconfigure/refurnish the 5 Family Hubs	30/06/2023	Amber	Beaver centre now reconfigures, redecorated and reconfigures. Stanley Road will be the next centre to be visited. Formal opening of Beaver FH on 20 July. Full estates business case to come forward by the end of month.
Launch the Family Hubs and Start for Life website	30/06/2023	Green	Revised Family Hubs website brief prepared and now Oldham's comm team are working with suppliers to design 2nd website iteration. Additionally, 100 articles have been produced by Family Hubs Project leads. These articles will be included in Family Hubs website and Facebook page. Family Hubs Comms Team is mapping the digital offer to identify opportunities and gap filling the information.

Key Current Milestones			
Milestones:	End Date:	RAG:	Progress on Milestone:
Review of S75 for 0-19 service	End July	Green	On track
Official opening of Beaver Centre	20 July	Green	On track
Key Current Risks			
Risk Title:	Description:	RAG:	Mitigating Actions:
Family Hubs grant claw back	Unable to allocate and spend the whole of the grant in year 1 (2022-2023) with the DfE clawing back the funding, risking reduced funding in years 2 and 3.	Amber	The Council have submitted to DfE a statement of grant usage which has been accepted. This profiles the spend of the grant across the 2 remaining years of the project.
Theme leaders capacity	Theme leaders lack the capacity to lead Family Hubs workstreams in a timely manner due to <i>business as usual</i> pressures	Amber	<ol style="list-style-type: none"> Ensure quick recruitment into vacant project support posts so that themes leaders have additional capacity. Establish new partnership governance arrangements so that all partners steer the delivery of the programme at the correct level of seniority.
Delay in transitioning to new IT infrastructure	Due to a delay in transitioning to new IT infrastructure through NCA across the 5 FH sites there could be issues with access to IT and telephony systems.	Amber	<ol style="list-style-type: none"> Closely monitor progress with the implementation plan to ensure it remains on track. Seek approval from the Section 75 Management Board to extend the SLA with Bridgewater for 3 months +1.

Making Oldham a Great Place to work with C&YP

Highlight Report: Making Oldham a Great Place to work with C&YP			
Report Author:	Sharon MOORE	Report Period:	01/06/23 – 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Sharon MOORE
Senior Responsible Officer:	Gerard JONES	Project Manager:	Victoria CALDWELL
Overall Summary			
<p>Overall Summary:</p> <p>All planned activity progressing well in this strand. As a result, the workforce is starting to feel more stable. This has been reflected in (1) feedback from staff (especially at a recent practitioner's forum) and (2) further improvements in the quality of social work. Additionally, progress being made on the reduction of our higher cost agency staff (and further progress here is anticipated.) However, the overall background pressures on the workforce remain unchanged: high demand and limited supply. As such, our investment in trainee social workers is pivotal. This recruitment is still on track to hit targets. As a consequence, we are well placed to see both reducing levels of turnover and a reduction in agency use over the course of the rest of this financial year.</p> <p>Priorities for the next period:</p> <p>Workforce Data & Systems: complete the production of workforce data dashboard that allows us to accurately track all key workforce metrics on a monthly basis.</p> <p>Social Work Academy: Principal Social Worker now appointed.</p> <p>Business Services & Improved Restructure: to be completed by the end of the summer.</p> <p>Recruitment & Agency: further reductions in the number of high costs agency management placements.</p> <p>Culture and Retention: DCS for Blackpool to visit Oldham during summer to run a workshop with the CSC&EH management team on the transformation work they have completed in Blackpool and how some of their lessons can be applied in Oldham.</p>			
Key Current Milestones			
Milestones:	End Date:	RAG:	Progress on Milestone:
Workshop with Blackpool DCS on workforce transformation	End of summer	Green	On track
Completion of business services restructure	30 July	Green	On track
Key Current Risks			
Risk Title:	Description:	RAG:	Mitigating Actions:
LA agency rate	Still remains stubbornly high. However, current focus is on addressing our most costly management positions. There has been very substantial progress on this, and more expected. More general progress expected throughout the year as our ASYEs are able to take on full case loads.	Amber	A focus on senior posts and the support of our ASYEs
Lack of SWA capacity	Lack of capacity in SWA means that insufficient resource is available to fully support ASYEs leading to the continuation of high attrition rates.	Amber	Quality assurance work has been moved away from SWA and into Independent Review. This will allow the SWA to focus solely on ASYE support and staff development.
SW offer	Our offer to existing SW to come and work in Oldham is not sufficiently attractive, meaning that our agency rate remains stubbornly high.	Amber	In combination with our retention payments, and other staff benefits, we also need to wait to see the impact of Choose Oldham.

Home for Every Child

Highlight Report: Home for Every Child			
Report Author:	Emma HARROP	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Steve LARKING
Senior Responsible Officer:	Gerard JONES	Project Manager:	Nick WHITBREAD
Overall Summary			
<p>Overall Summary</p> <p>Foster carers: there have been 15 enquiries in June. Out of the 15 enquiries, all are from Oldham. No de-registrations this month and one approval. 3 Further application comes to panel in July. There are a further 6 households within the recruitment process currently. This puts us in a strong position to meet our targets</p> <p>New Children's Home: We have received 8 expressions of interest from Providers to deliver either the new Council children's home or new residential block contracts. We will establish a new Children's residential provider collaborative model to ensure more influenceable residential provision in Oldham including these 2 projects. The full business case will be presented at Directorate Management Team on 2 August and Management Board on 16 August.</p> <p>Priorities for the next period:</p> <p>Foster Careers: finalise recruitment into foster support team. Plan the 3 fostering applications coming to panels before the end of July.</p> <p>Specialist fostering support: Further work involving .</p> <p>New Children's Home: Business Case to be presented at DMT on 2 August and Management Board on 16 August. A Strategic Provider Partnership Model is being explored to deliver existing and new sufficiency projects.</p> <p>Contracted semi-independent & residential provision: the new block contracts for semi-independent provision is planned to be in place for September 2023. Savings can be realised immediately after this date.</p> <p>Improved placement planning: Review of all OOB placements took place on 7th July. Discharge of care team to be recruited. Practice improvement on care planning on action plan for Social Work Academy.</p>			
Key Current Milestones			
Milestones:	End Date:	RAG:	Progress on Milestone (by exception):
New children's home proposal to go to DMT	2 August	Green	
New children's home proposal to go to management Board	16 August	Green	
Key Current Risks			
Risk Title:	Description:	RAG:	Mitigating Actions:
Placement Demand	Placement demand continues to outstrip supply, meaning improved contracts are difficult to agree	Amber	Strengthened contracts with providers through market engagement
Children's Home	A suitable site for a new Children's home becomes difficult to secure.	Amber	Interaction with Children Centres

Improving the Mental Health of Oldham's C&YP

Highlight Report: Improving the mental wellbeing of Oldham's CYP

Report Author:	Steve LARKING	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Steve LARKING
Senior Responsible Officer:	Gerard JONES	Project Manager:	

Overall Summary

Overall Summary:

Meetings have been held with the chair of the Oldham Mental Health Locality Board and discussions are underway on its reform to be the governance vehicle for change. A Sub-Group for CYP is being developed and this workstream will be led through this programme route.

A review of the draft CYP Mental Health Strategy is underway, ensuring it is an integrated Strategy that includes the requirements of SEMH from the SEND service and is not just a health led and owned Strategy. Specific Project Plans will be developed once the reforms are in place and the Strategy signed off.

Whilst distinct activity is happening across the Oldham Mental Health Locality and Health Inequalities project areas, this workstreams requires further development. A dedicated Programme Manager and PMO support have now been identified to scope this work, more detailed delivery plans are expected to be produced in August/September, and a sprint session will be set up to begin design work with project plans to be developed at pace.

Concerns raised during joint Ofsted/CQC area SEND inspection regarding access to MH services.

Priorities for the next period:

Design Sprint Sessions: The Programme Manager will set up 2x workshops to develop a programme plan and an outcomes framework for Children and Young People's Mental Health and Wellbeing in Oldham.

Identification of Projects: The Programme Manager and PMO will identify the required projects to support the overall programme plan, and project plans will begin to be drafted

Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Presentation and discussion on partnership approach at HWB	End March	Complete	COMPLETE
Agree governance and partnership of project	End July	Green	
Sprint sessions on Programme Design and Outcomes held	September	Green	

Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
Ownership of Programme	Mental Health and Wellbeing responsibilities sit across various agencies and partners and there is a risk no one takes overall ownership	Amber	Programme Manager has been identified and is a role that sits across the LA and ICB

Improving the SLCN of Oldham's C&YP

Highlight Report: Improving the SLCN of Oldham's CYP			
Report Author:	Steve LARKING	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Steve LARKING
Senior Responsible Officer:	Gerard JONES	Project Manager:	
Overall Summary			
Overall Summary:			
A Service Specification and Contract Review meeting was held with the NCA and agreement reached on a 2-stage approach to transformation:			
<ol style="list-style-type: none"> 1) A jointly owned recovery plan will be developed with costings for waiting list backlog clearance and the meeting of statutory SEND duties around input into EHCPS. A first draft will be issued for review by 19th July 2) A full-service transformation project across Health, Education and Social Care will be brought together with a 9-month programme target for outcomes. This will draw together the currently disparate SLCN transformation work under a partnership model for change 			
Significant concerns raised around access to SLC services during recent Ofsted/CQC area SEND inspection.			
Priorities for the next period:			
Identification of Projects: The Programme Manager and PMO will identify the required projects to support the overall programme plan, and project plans will begin to be drafted			
Key Current Milestones			
Milestones:	End Date:	RAG:	Progress on Milestone:
Présentation and discussion on partnership approach at HWB	End March	Complete	COMPLETE
Agree governance and partnership of project	End July	Green	
Sprint sessions on Programme Design and Outcomes held	September	Green	
Key Current Risks			
Risk Title:	Description:	RAG:	Mitigating Actions:
Ownership of Programme	SLCN services sit across various agencies and partners and there is a risk no one takes overall ownership	Amber	Programme Manager has been identified and is a role that sits across the LA and ICB

Inclusive Education for all Oldham's Children –

Highlight Report: *Inclusive Education for all Oldham's Children*

Report Author:	Emma HARROP	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Amber BURTON
Senior Responsible Officer:	Gerard JONES	Project Manager:	Paula GREEN

Overall Summary

Overall Summary:

The SEND improvement programme was commented upon positively within the recent inspection. The main comment was that both the improvement plan (and the associated strategy) had not yet had time to show impact. The additional comment was that the SLC part of the plan was, however, weak and did not show enough detail around how to deal with access to services issues.

Early Identification and SEN Support: there is a comprehensive package of strategic actions that focus on this area, monitored/extended through the Early Identification & Intervention Partnership. There are continuing high levels of engagement at SENCo development days. The next one of these will focus on early identification and the Secondary Language Link (a council project to support early identification of speech, language and communication needs in Y7 for all secondary schools.) There is a comprehensive training package available for all schools/settings.

Positive Health & Wellbeing: A programme of targeted EBSA training over a 2–3-year period is in place and being delivered. In relation to mental health services, the complex case panel sits alongside the adult panel and a dedicated post who will have responsibility of this group is currently being appointed to. There are also two specialist MHST teams (EBSA, ASD) available to support all schools/settings in Oldham.

Preparing for Adulthood: the supported internship project is running smoothly and there is close working with GMCA to promote SI with wider employer group.

Priorities for the next period:

Early Identification and SEN Support: grant application for DfE Delivering Better Value Programme due to complete by July 2023. This will bring £1m, which will be focused on early identification and intervention. Develop an information pack on SEND in the early stages and a SEND main poster. Develop a SEN support toolkit of resources to work alongside the graduated response toolkit.

Positive Health & Wellbeing: Coordinate training in SEMH area so there is resource readily available for schools. Revisit key guidance documents/toolkits as part multi agency approach to ensure they are update and understood.

Joint Commissioning & Sufficiency of Specialist Support: Develop a range of 'mainstream plus' options to support children that require extra provision in mainstream schools. Develop a evidence-informed approach to planning places in all types of specialist SEND provision. Work with the education setting to ensure the best use of capital funding. Promote and expand the inclusive offer in Oldham.

Preparing for Adulthood: Ensure a strong joint local offer of education, health and care options for young people with complex needs. Work with education settings to promote more lessons on life skills.

Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Complete the first phase of SEND audits in targeted schools/settings	Mid-June	Complete	
Publication of Oldham SEND strategy	Mid-July	Green	

Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
SEND Demand	SEND demand continues to increase at a rate that outstrips supply of supporting health services	Red	<ol style="list-style-type: none"> Improved early identification of SEND through actions within the improvement programme Increased mainstream provision for SEND children

Review: Programme Red Risks

ID	Identified by	Description	Consequence	Likelihood (1-4)	Impact (1-4)	Score / Rating (1-16)	Owner
R1	Matt Bulmer	Given demand/workforce pressures on BAU, there will be insufficient resource to deliver the CTP to planned timescales.	Activity is either delayed or is paused resulting in delay for realising benefits including, savings.	3	4	12	Matt Bulmer
R15	Steven Larking	A lack of performance and placement data produced centrally as part of a dashboard is impacting on evidence based decision making	Decisions being made are not based on evidence	3	4	12	Matt Bulmer
R2	Matt Bulmer	Despite effective programme delivery, external dependencies (for instance, economic recession) lead to increasing levels of demand for children's services, making it impossible to realise cost savings.	Benefits, including savings, not realised.	3	4	12	Matt Bulmer
R4	Matt Bulmer	Demand for child placements, regionally and nationally, continues to outstrip supply, leading to further price inflation.	Impedes realising the savings.	3	4	12	Matt Bulmer
R5	Matt Bulmer	Demand for social workers, regionally and nationally, continues to outstrip supply, leading to agency work continuing to be more attractive than permanent positions.	Statutory services continue to be delivered via high levels of agency staff (and staff turnover), impeding realising savings or insufficient resources to respond to demand.	3	4	12	Matt Bulmer
R12	Matt Bulmer	SEND demand continues to increase at a rate that outstrips supply of supporting health services	Increase demand on services	3	4	12	Matt Bulmer