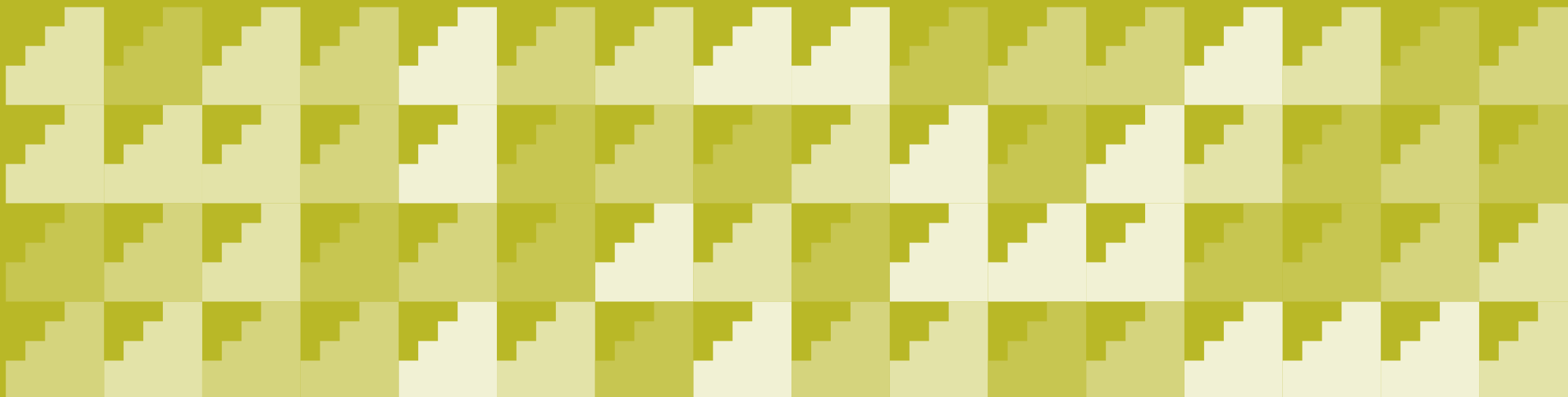


GM Regional Care Cooperative (RCC)

ADCS Conference 2024



GM RCC – Mission and Vision

Our Mission

To ensure all children and young people looked after in Greater Manchester have a stable, loving home, are healthy and achieve positive outcomes.

Our Vision

We will tackle the challenges facing the children's social care market including sufficiency of placements, high costs and recruiting and retaining a quality workforce. We will be ambitious and collaborative with partners across health, youth justice and the voluntary sector to maximise our collective power and influence to deliver a sustainable model. We will keep the voices of children and young people looked after at the heart of everything we do.

GM RCC – Strategic Priorities

1

Strengthen governance to deliver swift and quality regional decision-making, including defining and implementing a financially sustainable operating model.

2

Design and join up data systems to inform accurate and live regional sufficiency, strengthen market shaping and improve value for money through partnership commissioning.

3

Invest in new high quality regional provision with partners and strengthen joint funding and service arrangements to improve value for money.

4

Increase the volume and quality of foster carers and retain the workforce to improve outcomes for children and young people looked after.

5

Develop and support the needs of the children's residential, fostering and commissioning workforce in health and local authorities to improve outcomes for children and young people looked after.

GM RCC – Project Activities and Outputs (1-5)

No.	Activity	Output
1	RCC governance and design.	<ul style="list-style-type: none"> Supported through Mutual Ventures (Regional and National RCC Partner) Regional governance structure and resource plan agreed/implemented to manage the placements market for children looked after (incl. terms of reference). RCC Board has been convened and met for first time on 13.06.24 RCC sustainability plan developed/approved including longer term funding/resource beyond pathfinder ending on 31st March 2025. RCC Team Resourcing complete for pathfinder: <ul style="list-style-type: none"> 5 Project Managers in post supporting the 10 Project Activities (1 fixed term role, 2 LA secondments and 2 interims) GMCA Research Team engaged to support with data, analysis and evidence gathering
2	Developing agile, needs-based commissioning approaches.	<ul style="list-style-type: none"> Launching regional data / demand forecasting platform to inform performance reporting and support needs-based commissioning alongside Social Finance. This will triangulate referral, need and placement analysis for the first time regionally. This will also incorporate referral insights so that market supply gaps can more easily be identified Coalesce the GM Plan for 'Child & Adolescent Needs and Strengths' (CANS) implementation.
3	Integrating a GM Health offer.	<ul style="list-style-type: none"> Digital product outlining lessons learned from existing/in development SEMH provisions Fully integrated health offer into Skyline Homes, creating model that can then be expanded more widely in GM
4	Improving access to local supply.	<ul style="list-style-type: none"> Sufficiency fund created that self-generates based on placements made through soft-block arrangement and bank of local providers ready to work more closely with GM LAs. Ring-fences fast-access local capacity through close working partnerships.
5	Market management: Reform the market and deliver value for money.	<ul style="list-style-type: none"> Assessment of need completed for complex high-cost placements Centralized approach to interrogating and challenging where necessary. Market Oversight / Contingency Planning framework to be developed. GM First Covenant to drive increase in % of GM cyp being supported in region. GM Gateway to Growth Scheme to scaffold round high-quality SMEs and encourage targeted expansion.

GM RCC – Project Activities and Outputs (6-10)

No.	Activity	Output
6	Sharing and learning from best practice.	<ul style="list-style-type: none"> Series of webinars / events, working alongside the National RCC Programme and DfE to share what's working and to learn and be inspired by activity in other areas.
7	GM Fostering recruitment and retention programme.	<ul style="list-style-type: none"> GM Fostering Recruitment Hub has been launched (hosted by Rochdale Council), improving the customer journey of prospective carers. Links into the GM Foster Carer Recruitment campaign and CRM system.
8	Project Skyline (children's homes).	<ul style="list-style-type: none"> Creates new residential care services designed to meet supply gaps in the region and build capacity of high-quality care Increased supply and services protected for Greater Manchester children through Skyline homes and health offer.
9	VCSE service development across children's social care.	<ul style="list-style-type: none"> Expansion of the GM Children in Care Social Enterprise Taskforce (CICSET) which brings around 50 VCSE sector organizations around the table to help bring balance to the children's social care market VCSE sector small grants awarded/delivered (CYP co-design of RCC) Feasibility study to explore VCSE sector growth within Supported Accommodation sector Expansion of the Fair Care Alliance (collective of VCSE Organizations collaborating to set up care services in GM)
10	Helping grow and retain the children's Social Care workforce.	<ul style="list-style-type: none"> Skills Bootcamp for Residential Care has been launched with plans to grow further. Residential Care recruitment campaign to be delivered in partnership with Childrens Homes Association (CHA). Expansion of Children's Social Care Providers signing up to Greater Manchester Good Employment Charter: Workforce Retention

GM RCC – Challenges

Topic	Commentary
Capacity and Resource Prioritisation	<ul style="list-style-type: none">▪ Balancing time / capacity between delivery of projects ('the doing') against the requirements to scope out the RCC long-term model ('the design')▪ Conscious that without successful project delivery that has a clear impact for localities during the pathfinder period it will be difficult to convince LAs to support and co-finance the RCC longer-term.▪ RCC Pathfinder terms are focused on the design aspect though which limits bandwidth for the 'doing'.
Extended Embargo	<ul style="list-style-type: none">▪ Technically, the RCC pathfinders still do not exist. The bid process took longer to reach award than was initially hoped by the DfE, then the elections have prevented any public launch and placed limitations on what we have been able to communicate externally to stakeholders / partners.▪ It will likely mean that when officially launched, the pathfinder may have less than 8 months run time left.
Short Term Pathfinders	<ul style="list-style-type: none">▪ The mobilisation periods of some of the project activities will mean they cannot effectively be implemented until Q3 / Q4 which will leave little time to measure and evidence impact
Sustainability	<ul style="list-style-type: none">▪ Questions still remain over the longer-term, sustainable model for the RCC after the pathfinder expires on 31st March 2025. This is being worked through as part of the design work, supported by Mutual Ventures.
What services / responsibilities are in scope for the RCC?	<ul style="list-style-type: none">▪ The longer-term vision of what services and responsibilities may fall within the GM RCC is a sensitive subject with varying views across key stakeholders and partners. This is echoed by the evolving brief between what was initially proposed in the Care Review through to the consultation vision from the DfE, and then into the final specification for the pathfinders.