



Children and Young People Scrutiny Committee

Date: Wednesday, 12 January 2022

Time: 2.00 pm

Venue: Council Chamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

Access to the Public Gallery

Access to the Public Gallery is on Level 3 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. **There is no public access from any other entrance.**

Filming and broadcast of the meeting

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Membership of the Children and Young People Scrutiny Committee

Councillors –

Reid (Chair), Abdulatif, Sameem Ali, Alijah, Bano, Benham, Collins, Cooley, Foley, Hewitson, Lovecy, McHale, Nunney and Sadler

Co-opted Members -

Miss S Iltaf, Ms K McDaid, Mrs J Miles, Dr W Omara and Ms L Smith

Supplementary Agenda

7. **Year of the Child (Our Year 2022)** 3 - 22
Report and presentation of the Strategic Director of Children and Education Services

This report and presentation provide an update on Our Year 2022.

8. **The Quality of Practice in Children's Social Care** 23 - 36
Report and presentation of the Strategic Director of Children and Education Services

This report and presentation reflect the development and current position of the quality of practice being delivered to children and their families in Manchester, with a particular focus on Children's Social Care.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Thursday, 6 January 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension (Library Walk Elevation), Manchester M60 2LA

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 12 January 2022

Subject: Our Year 2022

Report of: Strategic Director of Children and Education Services

Summary

During 2021 we asked young people what really mattered to them, what was important to them, and what Manchester could do better.

We heard from 1198 young people across 70 settings, including schools, youth and play settings.

We utilised a number of methods, through direct visits to schools and settings, an online survey and through art and mixed media.

Analysis of the feedback has provided us with a set of key themes.

- **‘Safe and Secure’** -Young people told us that they need and want to feel safe in their communities
- **‘Our Future’**- access to education and opportunities for environmental sustainability. A cleaner, greener city was cited amongst many responses.
- **‘Feeling Connected’** – The need to feel connected to family and friends and also access to affordable and accessible transport across the city
- **‘Health and Well-being’** – Young people need and want access to activities and services that promote good mental and physical health
- **‘Equal and included’** – The need for activities and services to be inclusive and accessible to all
- **‘Play and having fun stuff to do’**- it was recognised the importance of having safe, local and clean spaces for children and young people to play with their friends

‘Our Year’ will see us continuing to listen and act together to create an offer of activities, opportunities and experiences linked to the wishes and hopes of young people.

However the next 12 months will just be a kick-start. The project will be a movement and change in behaviour, rather than a time limited campaign, to make sure children and young people are at the heart of everything we do in Manchester. We want this commitment to be long-lasting and one more thing that sets Manchester apart. Manchester will be submitting an expression of interest to become part of UNICEF’s Child Friendly City and Communities programme.

Objectives

- Manchester City Council's 2022 Our Year is a year to celebrate and further support children and young people
- Celebrate and promote the great work that is already taking place across Manchester from partner organisations
- For Manchester to become a UNICEF Child-Friendly City by the end of 2023
- To be able to demonstrate that 2022 Our Year has made more children and young people feel safe, heard, cared for and able to flourish

Recommendations

1. Promote initiatives/programmes within areas of responsibility that create activities, opportunities and celebrate the success of Manchester's children and young people.
2. Endorse and support Manchester submitting an expression of interest to become part of UNICEF's Child Friendly City and Communities programme.

Wards Affected: All

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|---|
| Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city |
| |

| 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 | Our Year will provide young people with access to opportunities, skill development which will help them prepare for adulthood. Young people will have opportunities to access a range of universal and targeted provision, which will contribute to their personal, social and economic wellbeing |
| A highly skilled city: world class and home grown talent sustaining the city's economic success | Young people will have opportunities to succeed in education, employment and training to raise aspirations, achieve and gain economic independence. Young people will have access to Skills For Life through an enhanced offer that helps them develop the capabilities they need for learning, work and transitioning into adulthood. |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities | Young people will have opportunities that enable them to think progressively and build resilience underpinned by the principles of equality, diversity and inclusion |

| | |
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| <p>A liveable and low carbon city: a destination of choice to live, visit, work</p> | <p>As part of Our Year there will be a focus on environmental sustainability. ie plastic free days, launch of the youth climate wheel, more recycling, environmental projects and initiatives. Young people will be part of the solution. Young people will be supported to understand the impact they can make within their neighbourhoods and the wider community through participation in youth, sport and cultural activities.</p> |
| <p>A connected city: world class infrastructure and connectivity to drive growth</p> | <p>Young people will be listened to, valued and connected across their neighbourhoods and the city. As part of Our Year we will celebrate young people's achievements and successes across the city.</p> |

Contact Officers:

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Background documents (available for public inspection):

None

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Our Year 2022

We have listened and now it is time to act together to create a comprehensive offer of activities, experiences and opportunities.

Between June and November **1198** Children and Young People's voices across Manchester from over **70** different settings were gathered in preparation for Our Year



“Growing up in a city that feels safe and welcoming to everyone. Having places that I can visit with my friends and family, that are easy to get to and are free or very cheap”

“I like to socialise and meet with likeminded people. I’m interested in local politics and making my community better for everyone”

“Wildlife, outdoor places to play and cleaner air”

“Friends, family, community”





What do you think should be included in the year of children and young people?

Firstly I would like to say that in my opinion young people should have a chance for a day to do what they want to be when I am older, because it will help the kids what they want to be when they are older. I would like to address that children should learn about money and how to save money, because you don't spend all your money when you are older. And lastly I would like to say that you should have an chance to go and see different careers. And that is good because they can understand what they want to do when they are older and look at other people work.

“Firstly I would like to say that in my opinion young people should have a chance for a day to do what they want to be when I am older, because it will help the kids [know] what they want to be when they are older. I would like to address that children should learn about money and how to save money. Because you don't spend all your money when you are older. And lastly I would like to say that you should have a chance to go and see different careers. And that is good because they can understand what they want to do when they are older and look at other people work”





What do you think should be included in the year of children and young people?

As a part of the future of Manchester, I feel we as children, should have a right to say what we think should be changed or thought out differently. To begin with, it all starts with school. We should be able to learn the subjects we want to focus on in the future so lessons are more enjoyable, maybe we could even have career days to speak about what we want to become in future. Since children aren't able to choose what they want to do individuals over 16 should be able to vote in places of elections or similar. To support students also uniforms should be affordable and easy to buy to cause less struggle.

GIVE CHILDREN THE VOTE!

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Themes

- **'Safe and Secure'** -Young people told us that they need and want to feel safe in their communities
- **'Our Future'**- access to education and opportunities for environmental sustainability. A cleaner, greener city was cited amongst many responses
- **'Feeling Connected'** – The need to feel connected to family and friends and also access to affordable and accessible transport across the city



Themes

- **Health and Well-being'** – Young people need and want access to activities and services that promote good mental and physical health
- **Equal and included'** – The need for activities and services to be inclusive and accessible to all
- **'Play and having fun stuff to do'**- it was recognised the importance of having safe, local and clean spaces for children and young people to play with their friends



Events/ Activities/ Campaigns

- International Women's Day – Young Women focus- March
- Manchester Day – Young person focused – 21st June
- Children's Safeguarding Conference – July 6th
- Youth Council to meet in council chambers – Weekly
- Green Festival/Events- May



Events/ Activities/ Campaigns

- National Play Day- Local events – 3rd August
- Enhanced Holiday Activities offer across the City
- International Day of Peace – 21st September
- UNICEF- World Children’s Day- November



Events/ Activities/ Campaigns

Open Invitation/ Call To Action for all to co-design with young people ideas/ events to support the themes

To celebrate the great work already happening, and support Manchester's ambition to become a child friendly city

All events, campaigns, awareness days will be promoted on the Our Year website www.ouryear.uk



Full Council – 1st December

On the 1st December young people from across Manchester attended and presented at full council and spoke passionately about the issues important to them. Further demonstrating that the voices, needs, priorities and rights of children are integral and at the heart of what we plan to do.



Business Engagement Event

On the 1st December Business Leaders and private sector partners came together to hear about how they could get involved through sponsorship packages and/or pledges. We have had a positive response with a number of 'in principle' commitments. A further business briefing is scheduled for the 1st of February. A number of Our Year Ambassadors have been identified who will use their influence and expertise to bring about positive change and raise awareness of the year long campaign, and beyond.



UNICEF- Child Friendly City- Submission

In a Child-Friendly City, the voices, needs, priorities and rights of children are an integral part of policies, programmes and decisions. Manchester will be a city where children have opportunities to make friends, get a good start in life, are healthy and cared for, can participate in family, cultural and community life, live in a clean environment with green spaces to play, and have fair life-chances.



How can you support

- Promoting and championing Our Year
- Reflecting on what young people have told us
- Arranging, supporting or encouraging others to arrange Our Year events in your area
- Ensuring the rights of children are an integral part of policies, programmes and decisions.



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**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 12 January 2022

Subject: The Quality of Practice in Children’s Social Care – an over-view and update

Report of: Strategic Director of Children and Education Services

Summary

This presentation, one of a series of scrutiny reports, reflects the development and current position of the quality of practice we are delivering to children and their families in Manchester. This presentation has particular focus on Children’s Social Care because these are the children in our City who often have the greatest need and experience the greatest adverse impact on their future well-being and attainment if they do not have those needs met. It is important to acknowledge that the requirement to support children and their families is always a partnership endeavour and the strength of that activity is often a reflection of the strength of our partnership arrangements.

Recommendations

Committee is asked to scrutinise and discuss the presentation, provide comment on the analysis provided and offer views on the future direction of service development.

Wards Affected: All

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|--|
| Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city. |
| |

| Our 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. | Effective Children and Education Services are critical to ensuring our children are afforded opportunities and supported to connect and contribute to the city’s sustainability and growth. |

| | |
|---|---|
| A highly skilled city: world class and home-grown talent sustaining the city's economic success. | Ensuring children and young people are supported and afforded the opportunity to access and achieve in the city; empowered and supported by the delivery of a strong and cohesive system that works for all children. |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities. | Improving education and social care services that are connected to the wider partnership build the resilience of children and families needed to achieve their potential and be integrated into their communities. |
| A liveable and low carbon city: a destination of choice to live, visit, work. | Improving outcomes for the children and families across the City, helps build and develop whole communities and increases the liability of the City. |
| A connected city: world class infrastructure and connectivity to drive growth. | Successful services support successful families who are able to deliver continuing growth in the City. |

Contact Officers:

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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.

Children and Families Scrutiny Committee has previously received reports in respect of the quality of practice in children's services and the previous Ofsted inspection reports.

The Quality of Practice in Children's Social Care

Kate Rose.

Strategic lead for safeguarding and practice development



Manchester's children and young people population

130,570 children aged 0-18 years old

Over 80,000 school aged children educated across 185 schools (inc. 55 Academies and 13 Free Schools)

148 languages spoken in the city's schools, and 41.9% with English as an additional language.

43% eligible for FSM (increase during pandemic)

Manchester's children and young people in need of help, support and protection:

- 5,436 referrals (first 8 months)
- 5,286 Children in Need, of which:
 - 620 have a disability
 - 549 Subject to a Child Protection Plan
 - 1,427 Looked After Children
 - 1,242 Care Leavers



Quality of Practice – what is it?

Quality of practice' is not an area of activity that is so easily 'measured/weighed. It is better understood as:

- the application of theory,
- professional judgement,
- evaluative skills and
- experience in day-to-day practice,

and then how this is then applied in the building of relationships, mobilising internal/external resources to co-develop plans with a degree of healthy skepticism, professional curiosity and a contingency should progress against the desired outcome not and/or is unlikely to be achieved.

If we can achieve this we would expect to see the positive impact of our work on outcomes for Manchester children.



How do we know the quality of our practice?

- **External**
 - Ofsted Inspection
 - Peer review
 - NW Sector challenge
 - Invited 'Critical Friend'
- **Internal:**
 - Management over-sight
 - Quality Assurance Framework:
 - Data
 - Audit and moderation
 - Observation of Practice
 - Feedback from children and families
 - DCS Challenge
 - Partnership performance and scrutiny and audit
 - Member scrutiny and challenge
 - Practice alerts



External:

- **Ofsted / CQC SEND inspection** 22nd- 25th November 2021– positive feedback with the formal letter setting out the detail
- **LGA Peer Review:**
 - Permanence planning 18th – 22nd October 2021– strong ambition, vision and commitment, greater consistency of our best practice needed
 - Youth Justice Service 15th – 18th November 2021– *“We found a positive mix of skill, experience, enthusiasm and commitment within the service, which was being utilised to best effect to achieve improved outcomes for children and young people”*
- **NW sector challenge** – focus on delivering consistently high standards, and drive for continuous improvement and reflective learning. Operational model to support consistency whilst remaining responsive. Visibility of Manchester’s children during the pandemic recognised. Strength in the stability and visibility of the leadership team

External:

- **Independent Critical Friend** – thematic review of 3 areas of service:
 - Domestic abuse in the context of Children’s Services ‘front door’ – realignment of practice model and partnership – “ *The overall quality of practice in a significant number of cases where domestic abuse featured was good*” – ambition to continue improvement
 - Children with a Disability - impact of pandemic significant – practice improvement supported by review findings and has given pace to strategic focus and restructure to development of a multi-disciplinary service allowing alignment to locality based operational response.
 - Fostering Service – significant improvement, with “*evidence of effective joint working and communication resulting in support to the carers and child*”

All external evaluations identified that Manchester leadership knew ourselves well and previously identified areas of challenge have made progress.

What we know currently

Internal:

- Audit:

| Judgement | 2019 (Sept – Dec) | 2020 | Jan 2021 – Oct 2021 |
|-------------------------------------|-------------------|------------|---------------------|
| Outstanding (%) | 4(1%) | 16 (2%) | 30 (4%) |
| Good (%) | 99 (35%) | 347 (38%) | 383 (45%) |
| Requires Improvement to be Good (%) | 142(50%) | 479 (52%) | 393 (46%) |
| Inadequate (%) | 41 (14%) | 82 (9%) | 47 (6%) |
| TOTALS | 286 | 924 | 853 |

- Steady increase of improvement in judgements of service, very few children identified as receiving a poor service that does not meet practice standards
- 6 golden threads: compliance to expectations well embedded, good practice in direct work with children and visibly incorporating practice models and research into assessments, want to evidence quality and impact for children more consistently, including greater confidence in analysis and judgment.
- Some disparity in outstanding judgments given in different services, little change in moderation – as practice has improved the bar has been raised higher impact and outcomes

What we know currently

Internal:

- We continued to see children throughout the pandemic and will not change from this position as a priority
- The strength of our partnership both in achieving good outcomes together for children and being a critical friend to the service needs further development
- Pandemic has brought opportunities – accelerated the use of different ways to communicate with children in addition to face to face, as well as additional impacts for children – increased isolation and vulnerability
- We want to get better at how we record our assessments and interventions with families in a strength based, trauma informed way
- Plans for children better reflect the multi-agency contribution and contingency planning is more evident
- We evidence how we have understood the history in families and how this has impacted on the child and informs future intervention and planning
- Practitioners work with great complexity and establish effective working relationships with families

Impact for children

Children tell us that they know their social worker, most like spending time with them and want to see them more and don't like it when they leave.

Young people say they want and feel respected and like being supported in making their own choices

More children want to understand their plan and have an opportunity to write their own outcomes and priorities to keep them to be safe, happy, healthy and successful.

When children are in our care their families remain very important to them and we can do even better at helping them develop how their time with them can happen

Children tell us they don't like to change schools where they lose contact with friends and feel safe and familiar there and we can do better in considering how we understand their worries about this and helping support them

Many of our children told us they feel happy and well cared for and supported by us

Some children want us to use different ways too keep in touch with them in-between visits

How we will drive continuous improvement and learning

- Audit – done with practitioners so they are a learning experience that is strengths based
- More systematic observations of practice – DCS down
- Shift to quality – e.g. not just that you've seen a child, was it meaningful, purposeful, what did it achieve, what was the impact, how will this inform your professional view
- Ownership of performance and quality of practice within the locality throughout service
- Management over-sight - Skill in writing impact statements -
 - What was the issue for the child – evidence based
 - What are the options /choices
 - What does experience/ research tell us –likely impact
 - What evidence was weighed up, what on balance led to your decision
 - What do you expect the impact for the child to be, when will you see this
 - What is your contingency plan
 - When will you review success

How we will drive continuous improvement and learning

- Priority investment in Team Managers:
 - Training and development
 - Review of golden threads
 - Coaching, mentoring, reflective supervision skills
- More systematic feedback from children and families
- Create an excellent workforce for the future:
 - Apprenticeships – x7
 - Develop the best students as Manchester employees
 - Great support, learning and development offer for new social workers in their first year (over 100)
 - Career and talent development including leadership programmes

Questions?

