



Children and Young People Scrutiny Committee

Date: Tuesday, 4 September 2018

Time: 2.00 pm

Venue: Council Chamber - Manchester City Council

Everyone is welcome to attend this committee meeting.

There will be a private meeting for members of the Committee at 1:30 pm in Committee Room 6, Room 2006, Level 2 of the Town Hall Extension.

Access to the Council Chamber

Public access to the Council Chamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

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Membership of the Children and Young People Scrutiny Committee

Councillors –

Sameem Ali, Alijah, Collins, Hewitson, T Judge, Lovecy, McHale, Madeleine Monaghan, Sadler and Stone (Chair)

Co-opted Members -

Mr A Arogundade, Mr L Duffy, Mr R Lammas, Mrs B Kellner, Mrs J Miles, Ms M Neall and Ms Z Stepan

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** Pages
7 - 12
To approve as a correct record the minutes of the meeting held on 17 July 2018.
- 5. Children and Young People's Health Including Mental Health Programme** Pages
13 - 28
Report of the Executive Director of Nursing & Safeguarding, Manchester Health and Care Commissioning

This report provides an overview of transformation work in relation to children and young people's health services, with a focus on mental health.
- 6. Early Help Strategy** Pages
28 - 62
Report of the Director of Children's Services

This report provides a further update on the progress and impact of the Early Help Strategy and the delivery of the offer of early help. The report covers the refresh of the Early Help Strategy in 2018, highlights the activity and impact from the Early Help Hubs, and outlines future priorities.
- 7. Children's Services Scorecard (Proxy Indicators) - to follow**
- 8. Overview Report** Pages
63 - 76
Report of the Governance and Scrutiny Support Unit

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Our Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Children and Young People Scrutiny Committee reviews the services provided by the Council and its partners for young people across the city including education, early years, school standards and valuing young people.

In addition to the elected members the Committee has seven co-opted member positions. These are:

- Representative of the Diocese of Manchester – Mrs Barbara Kellner
- Representative of the Diocese of Salford – Mrs Julie Miles
- Parent governor representative – Mr Ade Arogundade
- Parent governor representative – Ms Monika Neall
- Parent governor representative – Ms Zaneta Stepan
- Secondary sector teacher representative – Mr Liam Duffy
- Primary sector teacher representative – Mr Russell Lammas

The co-opted members representing faith schools and parent governors are able to vote when the Committee deals with matters relating to education functions.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Further Information

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

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This agenda was issued on **Friday, 24 August 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 6, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

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Children and Young People Scrutiny Committee

Minutes of the meeting held on 17 July 2018

Present:

Councillor Stone – in the Chair

Councillors Collins, Hewitson, Lovecy, McHale, Madeleine Monaghan and Sadler

Co-opted Voting Members:

Mrs B Kellner, Representative of the Diocese of Manchester

Ms M Neall, Parent Governor Representative

Councillor Bridges, Executive Member for Children's Services

Councillor Rahman, Executive Member for Schools, Culture and Leisure

Margaret Cunningham, Manchester Schools Alliance (MSA) Lead Headteacher

Bernice Kostick, Headteacher, North Ridge High School

Lisa Vyas, Executive Headteacher, the Kingsway Trust

Sumayah Saadi, Member of the Youth Parliament and Manchester Youth Council

Natalie Dodd, Central Manchester Foundation Trust

Apologies:

Councillors Sameem Ali and T Judge

Mr L Duffy, Secondary sector teacher representative

Ms Z Stepan, Parent Governor Representative

CYP/18/36 Minutes

Decisions

1. To approve as a correct record the minutes of the meeting held on 19 June 2018.
2. To receive the minutes of the Ofsted Subgroup meeting held on 26 June 2018.

CYP/18/37 School System

The Committee received a report of the Director of Education which provided a brief overview of the school self-improving system in Manchester and how the Council worked in partnership with schools to ensure improving educational outcomes.

Officers referred to the main points and themes within the report which included:

- School provision in Manchester;
- Ofsted outcomes and pupil outcomes;
- Manchester Schools Alliance (MSA);
- The Manchester School Improvement Partnership (MSIP);
- Manchester Teaching Schools; and
- The role of the Council in effective school improvement partnership working.

A Member provided feedback on the Committee's recent visits to Briscoe Lane

Academy and Cedar Mount Academy. She reported that the visits had focused on the work the schools had been doing to reduce the number of pupils being excluded and that Members had been very impressed with this work. She commented that on the visit to Cedar Mount Academy Members had not had an opportunity to take a tour of the school site and see the students and that she would like to do so in future. The Chair reported that local Ward Councillors, including himself, were planning to visit the school and that he could extend this invitation to other Members.

Some of the key points and themes that arose from the Committee's discussions were:

- To note that the Ofsted Subgroup had recommended that the Regional Schools Commissioner (RSC) and Damian Hinds, the Secretary of State for Education, be invited to a future meeting of the Children and Young People Scrutiny Committee;
- Concern that three Manchester schools had been judged inadequate by Ofsted in the last 18 months and why, when a lot of support appeared to be available, were some schools drifting into the inadequate category;
- What was being done to improve the transition from primary school to secondary school; and
- Recognition that schools in Manchester had improved, in particular in the primary sector.

The Head of School Quality Assurance and Strategic Special Educational Needs and Disability (SEND) informed Members that primary and secondary school partners were working together to improve the transition from primary school to secondary school including improving curriculum transition, particularly in relation to English and mathematics. Margaret Cunningham, MSA Lead Headteacher, informed Members that the MSA was working with the Council on this issue to identify and share good practice. She informed Members about a conference taking place in November which would provide primary and secondary school staff with the opportunity to explore good practice in relation to transition. The Chair asked whether Committee Members could attend the conference to which Mrs Cunningham responded that she would check with the Board.

Lisa Vyas, Executive Headteacher for the Kingsway Trust, advised Members that the introduction of the Curriculum for Life provided an opportunity to support transition as it helped children develop the softer skills they needed and spanned their education from 5 years of age through to 18.

The Head of School Quality Assurance and SEND outlined the support and challenge provided to schools in Manchester which were at risk of being judged as inadequate. She reported that a number of schools in this situation had successfully improved and avoided being judged inadequate, for example, through the provision of brokered support, but that details of this were not made public. Bernice Kostick, Headteacher of North Ridge High School agreed that this was the case. She also reported that it took time to turn around a school that was in decline. The Head of School Quality Assurance and SEND outlined the provisions within the Department for Education's Schools Causing Concern guidance, advising that the Council was limited in the intervention it could make, particularly if the school was an academy.

The Director of Education reported that there was a lack of clarity from the government on the role of the RSCs but that the Council was working with the RSC responsible for the north-west of England, Vicky Beer, and with local academies to identify ways to secure improvement of failing schools.

Decision

To invite Vicky Beer, the Regional Schools Commissioner, and Damian Hinds, the Secretary of State for Education, to a future Committee meeting.

CYP/18/38 Manchester Curriculum for Life

The Committee received a report of the Director of Education which provided an update of the progress made on developing a Curriculum for Life for children and young people in Manchester in response to this being identified as the top priority for children and young people in the national 'Make Your Mark' ballot. The report outlined the plans to pilot the approach developed from September 2018 to April 2019 and the key actions for this next phase of work.

The main points and themes within the report included:

- The background to the development of the Curriculum for Life;
- Progress made so far;
- The skills and challenges included in the Curriculum for Life;
- Engagement with children, young people, schools and settings; and
- Proposals to pilot the approach set out in the report.

Sumayah Saadi, a Member of the Youth Parliament and Manchester Youth Council who had been involved in the development of the Curriculum for Life, welcomed that the Council had listened to the voices of young people who had voted for a Curriculum for Life through the 'Make Your Mark' ballot.

Some of the key points and themes that arose from the Committee's discussions were:

- To welcome this initiative and the work undertaken, as set out in the report;
- The importance of skills such as debating and dealing with failure;
- How the evidence of pupils' achievements could be recorded without it reinforcing the gap between high-achieving pupils and other pupils and to request that, through the pilot project, officers look at who wasn't engaging with it and what the barriers were;
- Had any conversations taken place with the organisers of the Duke of Edinburgh's Award scheme which helped young people to develop similar skills;
- How had the pilot schools been selected and did they represent the diversity of Manchester schools;
- The impact on transition from primary to secondary school if the scheme was, as suggested, used flexibly by different schools; and
- The importance of engaging with and getting support from parents.

The Director of Education informed the Committee that the method of recording evidence would be explored through the pilot and that it was important that this was sustainable. Natalie Dodd from Central Manchester Foundation Trust reported that officers had looked at the Duke of Edinburgh's Award scheme, including engaging with young people who had taken part in it, and that the Curriculum for Life would run alongside this, and would involve young people who would not sign up for the Duke of Edinburgh's Award. The Executive Member for Schools, Culture and Leisure informed Members that this would be a universal scheme in a format that was accessible to all Manchester children. Ms Dodd advised that the recording of evidence would need to be done in a way that young people could reflect on and learn from. Sumayah Saadi emphasised the importance of young people understanding the skills that they had developed and reported that the Curriculum for Life would help young people to have a better awareness of their skills.

Natalie Dodd reported that the schools involved in the pilot had been selected from those which had expressed an interest in being involved but that it did include a diverse range of schools. The Director of Education advised Members that a balance was needed in terms of how flexible the scheme was but the framework and the skills would remain the same so pupils transitioning from primary to secondary school would find the scheme familiar, even if there were differences in approach between different schools. Ms Dodd outlined the engagement work with parents and foster carers which would be taking place as part of the pilot project.

A Member informed the Committee about work the company Seetec was doing with young people who had struggled in the education system, encouraging them to have aspirations and to realise that they did have skills. She suggested that the Council might be able to learn from their experience. The Chair suggested he or the Member should raise this with the Chair of the Economy Scrutiny Committee, whose remit included skills development for ages 16 and over.

Decisions

1. To thank Sumayah Saadi for her contribution.
2. To request an update report in 12 months' time.
3. To request that the Director of Education provide verbal feedback on the pilot at the Committee's meeting on 9 October 2018.

CYP/18/39 Early Years

The Committee received a report of the Director of Education which provided an overview of the Early Years offer in the city, including outcomes in relation to the Early Years Delivery Model (EYDM) and outcomes for children at the end of the foundation stage profile. The report also outlined proposals which were currently being developed to implement the school leadership model in two areas of the city.

Officers referred to the main points and themes within the report which included:

- The impact of the EYDM;
- Childcare provision;
- Outcomes for children at the end of the Early Years Foundation Stage (EYFS);

- School leadership of school readiness; and
- Strengthening the link between Early Help and Early Years.

The Director of Education reported that the Early Years outcomes within the report were based on 2017 data as this was what was available at the time of writing the report; however, she reported that she now had the 2018 data and this indicated that outcomes in Manchester had improved and that the gap between Manchester and the national average had very slightly reduced.

Some of the key points and themes that arose from the Committee's discussions were:

- What the challenges and gaps were in this area and what was being done to address these;
- Whether the Health Visitor role in the EYDM was working as well as it could;
- Why the take-up of developmental reviews reduced at 9 months and 2 years; and
- To welcome the improvements made to the quality of day care settings and childminders in Manchester.

The Director of Education reported that the key challenges were improving the take-up of developmental reviews at 9 months and 2 years and improving school readiness. She informed Members about a bid for funding to support schools and early years providers to work closely together on a piece of work to develop the skills children needed to be ready for school. The Early Years Service Manager outlined the EYDM's 8 stage assessment model, reporting that the earlier Health Visitor assessments took place at the family home but that the assessments at 9 months and 2 years old took place at a health centre or Sure Start Children's Centre and that this was the probable cause of the drop-off in the take-up of assessments. She advised Members that carrying out these assessments at the family home would impact on the capacity of the Health Visitor Service but that the Council was working with the Health Visitor Service, through the Commissioning Service, on how the take-up of these assessments could be improved. She outlined steps already being taken to improve take-up, including using the Early Years Outreach Workers to remind parents of their appointment and follow up with those who did not attend.

The Chair noted the work taking place to introduce the school leadership model in Gorton and Cheetham Hill. He requested that officers update him on progress in appointing schools to lead on this.

Decisions

1. To note the report.
2. To continue to monitor progress.

CYP/18/40 Overview Report

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained key decisions within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was

asked to approve.

Decision

To note the report.

Manchester City Council Report for Resolution

Report to:	Children and Young People Scrutiny Committee – 4 September 2018
Subject:	Children and Young People’s Health Including Mental Health Programme
Report of:	Executive Director of Nursing & Safeguarding, Manchester Health and Care Commissioning

Summary

The core purpose of the children and young people’s transformation programme is to ensure the system provides the best support for all children and young people and the right support at the right time for those who are most vulnerable. The integrated commissioning strategy, across Manchester City Council (MCC), Manchester Health and Care Commissioning (MHCC) and its partners, sets out the joint commitment of all key partners to improve the lives and life chances of all children and young people in Manchester. It seeks to create and secure a shared vision across a wide range of agencies; to create a whole system approach to strengthen the service offer to meet all levels of need. We want children, young people and their families to experience a positive journey through a pathway of services that helps build their resilience and enables them to meet their full potential.

The ambition is to commission, deliver and effectively manage an integrated health and early help services for children, young people and families to bring positive change in the city from birth to adulthood. This ambition will complement and sit within the ‘Our Manchester’ asset-based approach, support Manchester Health and Care Commissioning (MHCC) strategic objectives and the city’s ambition to test new ways of working which improve outcomes, as well as contributing towards improved population health and safe, effective and affordable services.

The Strategic goal of the Manchester Health and Care Commissioning (MHCC) commissioned and Manchester Foundation Trust’s (MFT) children and young people’s mental health and wellbeing redesign programme (CYP MHWB RP) is to deliver a cohesive iTHRIVE model of care for children and young people that focuses on: prevention, early identification, early intervention and self-care.

We acknowledge that the experience of children and young people and families is vital. Therefore engagement, co-design and working together are an essential part of the children and young people’s work streams. This includes engagement with:

- Children and young people
- Families and carers
- General Practitioners
- Police
- Schools and colleges

- Early help
- Voluntary and community sector

An engagement and communication strategy for co-production and to gain workforce, children and young people, families, service user and stakeholder views for the wider programme is in development.

The children and young people's transformation programme is in its early stages of development but significant agreements have been reached in regards to the progression of the work. Agreement on how to progress and implement a transformation programme has been agreed with a realistic timeframe for full implementation of a redesign being 3 years.

Recommendations

It is recommended Scrutiny committee members consider, debate the information contained in the report and seek an update on progress after April 2019.

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	
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
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	

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Background documents (available for public inspection):

None

1.0 Introduction

- 1.1 As a city, we are jointly committed to transforming outcomes for children and families. The Children and Young People's plan flows from the ambition contained in Our Manchester, focusing the city on the outcomes that really matter for children and young people, and connecting children and young people to the growing number of opportunities in the city over the next decade. Alongside this, Manchester's Locality Plan sets out our vision for integrated, place-based working and commissioning in health and social care. The plan, which is jointly owned by a range of partners sets out a shared ambition that children and young people in the city are safe and have the opportunity to thrive as they become adults. The development of a Single Hospital Service (SHS) and Local Care Organisation (LCO) will also provide a number of opportunities to shape the delivery of health services for children and young people. All parts of the city have a role in supporting our children and young people, not least families.
- 1.2 Children services in health have been subject to a review process and an improvement/transformation plan is in development following the 'children's summit' in October 2017. The programme is overarching and does not currently impact on "business as usual". It will complement the "Our Manchester" asset-based approach, support MHCC strategic objectives and the city's ambition to test new ways of working which improve outcomes, contribute towards improved population health and safe and affordable services. It has an ambition to deliver and effectively performance manage easily accessible integrated health and early help services for children, young people and families to bring positive change in the city from birth to adulthood. Whilst we acknowledge that the children and young people's transformation programme is in its early stages, significant agreements have been reached in regards to the progression of the work. This paper will inform Manchester Children and Young People Scrutiny Committee of the progress made to date.

2.0 Project Vision/Strategic Goal and what does success look like

- 2.1 The ambition of the CYP transformation programme is to improve the lives and life chances of all children and young people in Manchester and to deliver integrated services for children, young people and families.
- 2.2 Childhood presents a significant opportunity for prevention and early intervention with the potential to dramatically improve long-term outcomes into adulthood. There is a challenge, however, as the window of opportunity for identification, assessment and intervention to achieve optimal impact may be short, and therefore, effective systems of support are needed at the right time.
- 2.3 The programme is driven by Manchester's intent to ensure we provide the best support for all children and young people and the right support at the right time, all of the time for those who are vulnerable. It is driven by the Manchester Children and Young People's Plan, Joint Strategic Needs Assessment and Manchester's Locality Plan, including and incorporating their inclusion strategies for closing inequality gaps and improving life chances. It seeks to create a shared vision across a wide range of partners; children,

young people and their family or carers, GPs, the police, schools, health services, early help and the voluntary and community sector, to create a whole system approach to strengthen the service offer to meet all levels of need.

- 2.4 We want children, young people and their families to experience a positive journey throughout the system of services they might require and need that builds their resilience and enables them to meet their full potential.
- 2.5 The ambition is to commission, deliver and effectively performance manage easily accessible integrated health and early help services for all children, young people and families to bring positive change in the city from birth to adulthood.
- 2.6 We recognise that inequalities in children and young people’s development originate in multiple disadvantages, which compound to affect children’s long-term outcomes.
- 2.7 These inequalities undermine the development of human potential, and children from disadvantaged families quickly fall behind. It is therefore central to our ambitions to ensure that that since inequalities are multidimensional, so too must be our response. Equitable growth policies, education and health services, underpinned by effective social protection, all have a role to play.
- 2.8 This ambition will complement the ‘Our Manchester’ asset-based approach, support MHCC strategic objectives and the city’s ambition to test new ways of working which improve outcomes, contribute towards improved population health and safe and affordable services; acknowledging that the experience of children young people and families is vital.
- 2.9 The vision and aim for the programme is based on the “Our Manchester Our children” and “Our healthier Manchester” vision for the city. As any future models of care must align to existing corporate strategies
“Building a safe, happy, healthy and successful future for children and young people”
- 2.10 This will be achieved by delivering models of care that reflect best practice and value for money with services that improve the health and wellbeing of the population by providing more health and care in our community when we need it. With a strategic goal to ensure Manchester's children and young people’s services:
- Focuses on person centred outcomes across all sectors
 - Reduces fragmentation between services
 - Promotes an integrated approach to service delivery and pathways through a model of integration
 - Provides clear pathways through services and systems
 - Support self-resilience of the people of the city
 - Improves access to services and avoid duplication

3.0 Children and young people’s summit September 2017

- 3.1 The children and young people’s summit held at the end of September

enabled us to engage with wider stakeholders, parents and children and young people. The summit's aim was to encourage discussions to address the city's biggest challenges in respect of children and young people and where collectively we can potentially improve connectiveness across the system and make significant improvements in care and service provision, communication and influence long term gains in family outcomes and to inform the future direction re the commissioning of services and approach. The summit was well attended with approximately 90 people from across education, health, care, voluntary sector, parents and young people attending. It gave the opportunity to discuss "our Manchester", "A Healthier Manchester", community services review, opportunities for integration and current challenges in the city. Discussions were held with participants to ask the following in relation to the "our Manchester system"

- 3.2
- What is important?
 - What should a transformation programme look like?
 - What are the priorities linked to transformation?
 - How will this work help us achieve the Our Manchester Our Children strategy?

3.3 The key themes from these discussions have been taken forward in the development of the CYP transformation programme and workstreams.

4.0 CYP Integrated commissioning strategy

4.1 The strategy sets out the joint commitment of all key partners to define an "Our Manchester" joint commissioning approach to deliver integrated services for children, young people and families drawing on existing strategies from MCC and MHCC. The document will be simple and generate a delivery plan indicating commissioning activity and outcomes for CYP and families.

5.0 CYP transformation steering group and programme work streams

5.1 The Children & Young people's Transformation Steering Group (CYPTSG) provides system leadership to maximise partnership working and support effective commissioning and provision of services for children and young people. The CYPTSG is the corporate vehicle to drive and manage work with partners and has oversight of the implementation and delivery of all CYP transformation programme across health and care in the city.

5.2 The following initial programmes of work have been agreed steering group and will provide the basis of the initial work of the programme. The work streams, all of which have a compelling moral case behind them, are now being developed, some are more advanced than others, but it must be recognised that we cannot address all of the areas at once. However, we are looking to address this issue and strengthen CYP joint commissioning across the partnership through the redesign of vacant posts (MCC & MHCC) and some fixed term roles.

A summary of the aim of each work stream is as follows:

5.3 Data analysis and spend

A greater understanding of need and spend across the city is required to help

plan for the provision and redesign of services. The work stream will map the demographics of the children and young people's population including acute and secondary care usage, education information, vulnerable children and family information and finance across the LCO model of care at a citywide, locality and neighbourhood level. In addition, the mapping of commissioned services from across education, health and care to gain an understanding of what as a partnership we commission and identify any potential overlaps or gaps in provision.

A profile has been developed to inform and support the delivery of that programme. It provides key datasets in relation to children and young people and analysis that helps to inform the work streams outlined in the operational plan. It focuses on the demographics of children and young people, secondary care usage, the index of deprivation, school & safeguarding data and community activity & referrals. The data, where possible, is split across the localities and neighbourhoods within Manchester. Work has also commenced with the partnerships business intelligence teams to look at how a common data set can be produced for children and young people along with a library of agreed data sources. The mapping of services has also been completed to help understand what we commission across the partnership and identify any gaps or duplication of services.

5.4 **Target operating model**

The Manchester Local Care Organisation (MLCO) model of care has been developed for adult care on a citywide, locality and neighbourhood model. This work stream will define how children and young people's services will be delivered across the city aligning, where possible, to the adult models of care. This will take a think family approach and take into consideration families, carers, schools and the prevention, self-help, preventing avoidable admissions, early help, adverse childhood experience and safeguarding agendas. This will need to be aligned to the phasing of the MLCO role out for services.

Initial discussions have been undertaken between the MHCC programme manager and representatives from the LCO. Discussions have focused on gaining an understanding of the transformation programme and the aim of the work stream.

5.5 **SEND & children and young people's transforming care**

There are increasing numbers of children and young people in the city with complex and additional needs along with the increase in the numbers of specialist schools in the city. Special schools and resourced provision in Manchester are now reaching capacity with few options remaining to create additional places in existing accommodation and an expansion of schools. Data shows that there is continuing demand which correlates with growth in the City's population and mainstream pupil cohort as well as earlier identification of children who will require specialist provision. Meeting the needs of this vulnerable cohort will require that Specialist provision is organised effectively and efficiently across the City. This increase in the SEND population year on year (64% increases in requests for education, health and care plans since the implementation of the reforms in 2014)

impacts upon all services that provide support to this population.

This work stream will define what the current and future demand of need is in relation to children and young people with SEND and complex and additional needs, highlighting any gaps in demand and supply and designing pathways and a model of delivery that can be flexible to meet the changing needs of this population. A baseline SEND demand mapping document has already been produced that will inform this work.

5.6 **Preventing avoidable admissions and reducing length of stay**

Within Manchester children and young people admissions are higher than the national average with reported variance across the city. Pathways and models of care to be developed for children and young people with an acute or ongoing health need (long term health condition) to have an integrated response in order for them to improve their health and remain well at home without the need for a hospital admission. If a hospital admission is required we want the admission to be for as short a time as possible with discharge home and ongoing treatment and support provided through an outcome focused integrated response to their health, education and social needs, parenting and care needs, condition management and improved school attendance. Greater Manchester Health and Social Care Partnership (GMHSCP) have reviewed practices both within Greater Manchester and nationally and provided a suite of documents as a care bundle which will form the basis of this work.

5.7 **Children and young people complex placements**

MHCC, Education and Children's Social Care have establish a shared understanding of approach and objectives and are working together to ensure that there is an integrated approach to the development of robust protocols, procedures and quality assurance for children with complex needs in high cost placements. A Standard operating procedure (S.O.P) for the Multi Agency High Needs Funding Panel, has been agreed in principle; the S.O.P. will ensure that Manchester City Council (MCC) and Manchester Health and Care Commissioning (MHCC) have a joint and consistent decision making process for allocating resources to meet the complex care needs of children and young people in a transparent, fair and equitable manner, where those needs cannot be met by currently commissioned services.

A review of 50 % of the current high cost placements has commenced to identify the children and young people's needs and how these are currently being met. This review in conjunction with engagement from children, young people, families and professionals will inform future commissioning needs and service development.

5.8 **Children and young people mental health**

The Manchester CAMHS Transformation Programme Schemes are in various stages of formulation and development and significant progress has been made since our initial submission in December 2015. The Local Transformation Plan is a 'living' document, which is refreshed annually and delivered through action plans for the life span of the programme (2015/16-20/2). Additionally, there are several new drivers both nationally and regionally that need to be considered in reviewing the CAMHS Transformation

Plan.

The Strategic goal of the MHCC commissioned and MFT's CYP Mental Health and Wellbeing redesign programme is to deliver a cohesive iTHRIVE model of care for children and young people that focuses on prevention, early identification, early intervention and self-care. The programme will be delivered by an MFT Manchester IThrive training and implementation team supported by a programme management function. A set of commissioner expected deliverables within the programme have been shared with the provider and work is currently underway in the design of the programme.

5.9 **Vulnerable groups (including safeguarding & Looked after Children)**

The work stream will define what the current and future demand around vulnerable groups is and will design appropriate pathways and a model of delivery that can be flexible to meet the needs of the population. This work stream links closely to each of the others therefore the service delivery models for safeguarding children in the community and Looked after Children must be carefully considered to align with the workforce in its entirety.

There are gaps and challenges relating to current safeguarding children and looked after Children models. These indicate that the current service delivery models for these contracted services could be better aligned with developing partnership models to meet the needs of the target population of children in the city.

The citywide community safeguarding children and Looked after Children teams are both co-dependant on other parts of the community children's contract, particularly lead health professionals from the Health Visiting and School Nursing service.

This work stream will achieve the following:

- A model that will align to the 10 priorities of the GMHSCP Children's Health and Wellbeing Framework
- A model that will meet needs of the population in the locality bases, in alignment with partnership/ integrated teams for MASH and Complex Safeguarding Hub.
- A model that will align closely with Population Health commissioned services.
- A model that will provide the right connectivity and safeguarding oversight to the children's workforce in the community.
- A model that will meet the needs of Manchester Looked After Children flexibly

A proposal is currently in development for presentation to MHCC executive.

- 5.10
- Population Health - The scope of this work stream is to be confirmed
 - Parent & carer support - The scope of this work stream is to be confirmed
 - Workforce - The scope of this work stream is to be confirmed

5.11 A number of overarching themes/considerations for all working groups include - safeguarding, outcomes, early help, prevention, self-care, transition to adult services, parent/family support and the outcomes of the children's community services review.

5.12 In addition the Manchester communications team are developing an engagement and communication strategy for co-production and to gain the wider clinical workforce, Children and young people, families, service user and stakeholder views for the programme.

6.0 GMHSCP children and young people health and wellbeing framework

6.1 A Greater Manchester Children's Health and Wellbeing Framework was presented to the Greater Manchester health and care board in May 2018 to guide the work of the Greater Manchester Children's Health and Wellbeing Board, identifying areas requiring wider partnership working and system improvement whilst contributing to the ongoing and important work of our statutory agencies.

6.2 There are 10 Greater Manchester priorities for the work and there is an expectation that areas align to this work and the Manchester work streams align as below

- Inclusion of children and young people in planning supported by a children and young people's charter
- Early life course and school readiness
- Mental health and resilience
- Protection of children and families from exploitation and vulnerability
- Partnership with schools to improve children's health, wellbeing, safety and education
- Reduce unnecessary hospital attendance particularly for children with long term conditions
- Transition of care to adult services
- Development of a modern, effective, safe and sustainable workforce
- Use of digital technology to give families control
- Transparent data and information to hold us to account

6.3 These themes align and have been included in all programmes of work through the Manchester transformation programme to ensure alignment to the Greater Manchester Framework.

7.0 What do we know about CYP Mental health in Manchester

7.1 Mental Health affects all aspects of a child's development including their cognitive abilities, their social skills as well their emotional wellbeing. With good mental health, children and young people do better in every way. They enjoy their childhoods, are able to deal with stress and difficult times, are able to learn better, do better at school and enjoy friendships and new experiences.

7.2 Childhood and teenage years are when mental health is developed and

patterns are set for the future. A child with good mental health is much more likely to have good mental health as an adult, and to be able to take on adult responsibilities and fulfill their potential.

- 7.3 Over half of all mental ill health starts before the age of fourteen years and 75% has developed by the age of eighteen.
- 7.4 The most recent national prevalence data comes from the Millennium Cohort Study. This highlights that overall, the mental health of 11 year old children was broadly the same in 2012 as in 1999 and that 10% of 11 year old children experienced a mental health problem during that year and over 20% of children experience a mental health problem at some time between 3 – 11 years old. Mental health problems were shown to be twice as common in boys as in girls.
- 7.5 The consequences of untreated mental health problems in children and young people are long lasting and far reaching. The life chances of those individuals are significantly reduced in terms of their physical health, their educational and work prospects, their chances of committing a crime and even the length of their life. As well as the personal cost to each and every individual affected, their families and carers this results in a very high cost to the economy. The lifetime cost of a one-year cohort of children with conduct disorder is estimated to be £5.2 billion. Therefore not investing properly in prevention and early intervention is a false economy.
- 7.6 The priorities established within our transformation plan are aligned to the Manchester Joint Strategic Needs Assessment for Children’s Mental Health and Wellbeing.
- 7.7 Prevalence data however continues to represent a significant commissioning challenge which is acknowledged by Future in Mind. Current accepted prevalence figures are from 2014. The landscape in relation to mental health and wellbeing will inevitably have shifted in the interim. National prevalence data is due to be updated in 2018 and this will feed in to the commissioning cycle going forward.
- 7.8 The table below details public Health England synthetic prevalence estimates for each Clinical Commissioning Group (CCG).

Greater Manchester Locality	Locality Population Aged 5-17 yrs.*	Prevalence % **	Estimated Prevalence of Mental Health Disorder
Bolton	47,297	9.8	4,635
Bury	30,549	9	2,749
Manchester	80,618	10.5	8,465
Oldham	41,833	10.1	4,225

Rochdale	36,288	10.1	3,665
Salford	37,267	10	3,727
Stockport	44,310	8.7	3,855
Tameside & Glossop	39,496	9.9	3,910
Trafford	39,957	8.4	3,356
Wigan	49,068	9.8	4,809
Greater Manchester	446,683		43,396
Greater Manchester (Aggregated)	9.7		43,328

* Mid-2016 Local Authority and Lower Layer Super Output Area population estimates ** Modelled on synthetic estimates, 2015 (Source: <https://fingertips.phe.org.uk/profile-group/mental-health/profile/cypmh>)

7.9 The table below highlights the top 10 primary diagnosis for CYP accessing our core CAMHS service

ADHD/Hyperkinetic Disorder	1339
Autism Spectrum Disorder	1118
Not recorded	820
Assessment for social communication/Autistic Spectrum	599
No clinical diagnosis	509
Clinical Protocol/Care Pathway	498*
Depression	457
Tantrums/non-compliance	427
Neuropsychological Issues (developmental delay, Acquired Brain Injuries)	415
Attachment problems	376

***Refers to CAMHS input as part of a standardised paediatric care pathway (including annual reviews in Diabetes and cystic fibrosis).**

8.0 CYP mental health outcomes

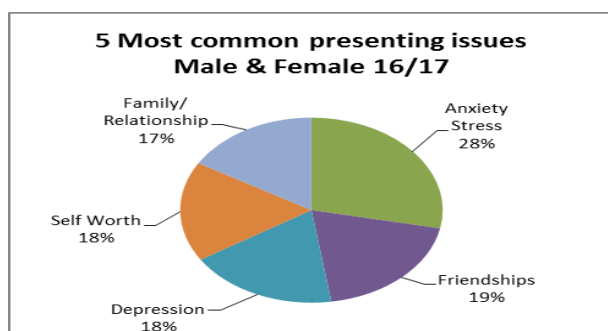
- 8.1 A national programme of Mental Health and Wellbeing Transformation has been in progress since 2015, on the basis of the Select Committee report "Future in Mind". NHS England have allocated additional investment to Clinical Commissioning Groups (CCG's) nationally up to the year 2020/21 to support this transformation locally and to allow for sustainable transformation in early identification and access to mental health and wellbeing provision for children and young people.
- 8.2 In July 2016 the NHS published implementing the Five Year Forward View for Mental Health further elaborating on the national expectation. Future in Mind and the Five Year Forward View are the national levers to our transformation work in Manchester.
- 8.3 The Five Year Forward View published in 2016 includes additional requirements to deliver rapid improvements in Mental Health outcomes to 2020/21 including; the requirement for at least 70,000 additional Children (nationally) to receive evidence-based treatment, representing an increase in access to community services to meet the needs of at least 35% of those with diagnosable mental health conditions, and delivery of a 7 day community mental health offer.
- 8.4 In order to provide greater synergy with devolved health and social care planning across Greater Manchester and the Five Year Forward View a refreshed plan was published in March 2018. The refresh reflects compliance with new NHS England key line of enquiry including delivery of a prevention and early intervention offer.
- 8.5 Manchester's ambition and programme is articulated in the Local Transformation Plan for Children and Young People's Mental Health and Wellbeing, and refresh published in 2017.
- 8.6 At the start of our transformation journey we engaged with young people, who told us they wanted to be able to access support anonymously, at times that work for them using digital medium as a compliment to face to face contact.
- 8.7 The critical measure of our success by 2020 will be evidence that our transformation investment is realising positive outcomes for young people that our system is geared towards a right time, right place response and is not systematically geared towards crisis. CAMHS provision is only part of the response.
- 8.8 In 2018/19 we have continued to invest in a Children and Young People's Early Help digital offer. Kooth delivers a 24/7 early help offer. Using digital technologies the service provides direct routes into online counselling and therapies, messaging services, information resources and moderated safe chat room facilities 24/7. We have commissioned a blended delivery model ensuring the service is fully integrated pathways with others including Manchester's early help hubs, high schools, CAMHs and social care.

- 8.9 Activity figures demonstrate that the service is embedded across the city to date over 4000 children and young people have accessed the service. Over 3,500 of whom have engaged in Counselling either in structured chat counsellor sessions or via Counsellor messaging.
- 8.10 66% of service users have accessed the service during the evening and at weekends, when other services are not available and when there is potential for emotional distress to escalate to the degree that more intensive and costly intervention is required as per the response prior to this commission.

9.0 Demographics of service users

- 9.1
- 37% of services users are from BME communities. Much higher than we see reflected in some of other commissioned services.
 - The majority of young people supported fall within the 12-16 age bracket.
 - 23% of service users are young men (traditionally hard to reach in conventional service provision).
 - 72% of young people have returned to use the service.

9.2 Presenting Issues and Outcomes



The most common presenting issues have fallen within the early help domain as per the intention for this commission. Depression and Self Harm also features highly on the list of presenting issues. Evidencing the benefits of this service in de-escalation and crisis mitigation.

- 9.3
- Young people using the service expressed goals around; emotional exploration, engaging with professionals, feeling happier, emotional regulation and self-care.
 - Routine goal based outcomes monitoring is used and young people routinely report moving positively towards stated goals as a result of therapeutic intervention.
 - 97% of users have indicated that they would recommend the service to a friend.
- 9.4 Kooth offer a confidential service which impacts on the organisations capacity to systematically collect and report on quantitative indicators and qualitative outcomes. Nevertheless patient reported outcomes have been extremely positive
- 9.5 **CAMHS to AMS Transition**
As part of the work around the delivery of the National Transition CQUIN the 2 main providers (Manchester University NHS Foundation Trust and Greater Manchester Mental Health NHS Foundation Trust) and the CCG have worked

to deliver the following:

- A review of the local transition protocol that has incorporated the Greater Manchester agreed standards;
- Agreement that all adult services who receive a referral for a young person will not ask them to opt in but maintain a flexible approach in how they access a service;
- An audit of transition cases during 2017/18 and 2018/19

9.6 It has been recognised that there remain issues on individual cases who are transitioning from our CAMHS teams into adult mental health services as the language used and thresholds worked to are very different. A monthly group has been established where it is expected that those cases that CAMHS would like to transition into adult mental health services are discussed between the 2 services. This work will also be supported by workshops looking at the following pathways and agreeing access for young people:

- ADHD
- Community mental health teams
- Eating disorders

10.0 Greater Manchester Review of Children's Services

10.1 The 10 Local Authority Directors of Children's Services have a tradition of collaboration. This has seen a joint bid to the DfE for 'innovation' monies that would see the sharing of best practice and ultimately a reduction in the number of children becoming looked after by the state and significant financial savings. Following this the DfE has made available £7.4m via the GMCA to progress the following initiatives:

- 10.2
- Develop and establish a Greater Manchester safeguarding 'standards board'
 - Development of a Greater Manchester Care Leaver Trust
 - Edge of Care/Looked After Children including;
 - Commissioning services for Looked After children across Greater Manchester to reduce costs and better to respond to needs of our children
 - Development of a multi-agency complex Safeguarding Hub/spoke model across Greater Manchester - responding to a complex landscape that has seen vulnerable children exploited
 - Pause/Salford Strengthening Families - supporting children remain with their families to effect change; where siblings have been previously removed
 - Stockport Families Model - a locality based model

11.0 Recommendations/Conclusion

11.1 In conclusion, as set out in this paper and articulated in the Manchester Locality Plan there is a great deal of activity to lead and transform children's services to be more responsive and effective to reduce unnecessary demand;

whilst aligning and integrating with adult health and care services to engender a 'think family' approach.

- 11.2 We ask the committee to note the content, seek clarification, challenge and support in order to endorse the approach.

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee - 4 September 2018

Subject: Early Help Strategy

Report of: Director of Children's Services

Summary

This report provides a further update on the progress and impact of the Early Help Strategy and the delivery of the offer of early help. The report covers the refresh of the Early Help Strategy in 2018, highlights the activity and impact from the Early Help Hubs, and outlines future priorities.

Recommendations

The Committee asked to note the contents of this the report.

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	Effective Early Help Services are critical to ensuring the most vulnerable citizens are able to connect and support the drive towards a thriving and sustainable City
A highly skilled city: world class and home grown talent sustaining the city's economic success	Ensuring the most vulnerable in our society are given the opportunity to access and achieve in the City is supported by the delivery of a strong and cohesive early help system
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	A timely and effective offer of early help builds the resilience of children and families which they need 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 children and families across the city helps build and develop communities
A connected city: World class infrastructure and connectivity to drive growth	Early Help services support families to be successful who are then able to deliver continuing growth in 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.

Young People and Children Scrutiny Committee – 21st October 2014
Young People and Children Scrutiny Committee – 3rd February 2015
Young People and Children Scrutiny Committee – 23rd June 2015
Young People and Children Scrutiny Committee – 1st September 2015
Young People and Children Scrutiny Committee – 19th July 2016

1.0 Introduction

- 1.1 The purpose of this report is to update on the progress and impact of the Early Help Strategy and delivery of the offer of early help. The report will provide an overview on the refresh of the Early Help Strategy undertaken in 2018 and will highlight the delivery and impact from the early help hubs and partnership working in the localities. The report will address challenges and will outline strategic priorities. Case studies will be utilised to highlight the evidence and impact being achieved both for individual families and the impact being achieved at a community level.

2.0 Background

- 2.1 This report provides a further update on developments in early help and provides a coherent picture on how the offer of early help is developing in the City since the last update was provided to Scrutiny Committee in July 2016. The report will cover developments and progress since the early help hubs were established in 2015; the progress of the Early Help Assessment (EHA) and associated performance activity will be highlighted along with evidence of impact and emerging trends and pressures.

- 2.2 Since the last report to Scrutiny Committee Ofsted have inspected Children's Services including Early Help and the key feedback in relation to early help was:

‘As a result of significantly strengthened and accessible early help services, children are able to access timely support, when difficulties arise. Partners work well together in locality based hubs, undertaking an increasing number of early help assessments.’

- 2.3 The work of the early help social workers was recognised with the feedback that ‘the early help social workers ensure a smooth transfer for cases requiring stepping up and ‘step up and step down arrangements are well co-ordinated’. An area for development was understanding the impact from early help and Ofsted highlighted that ‘measuring the impact from early help requires development’.

This feedback has informed the priorities and work of the Early Help Operational Board and has featured strongly in the refresh of the Early Help Strategy resulting in the development of a revised performance dashboard and impact map.

- 2.4 *Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children* is the key strategic guidance that governs safeguarding arrangements; this was revised in July 2018 and recognises the importance of early help and the early help system to effective safeguarding.

The guidance states that ‘ local authorities should work with organisations and agencies to develop joined up early help services based on a clear

understanding of local needs' and highlights that there should be in place 'targeted early help services to address the assessed needs of a child and their family which focuses on activity to improve outcomes for the child'.

The guidance is clear that early help assessments should be evidence based, be clear about the action to be taken and services to be provided and focus on improving outcomes. We measure this via the Early Help Quality Assurance Framework and the programme of audit activity.

- 2.5 The revised safeguarding guidance helpfully replaces the term professional with that of practitioner so the Lead Professional is now known as the Lead Practitioner. In addition the guidance extends the groups of children where we should be alert to the potential need for early help, and includes children at risk of exploitation, including trafficking, those at risk of modern slavery or being drawn into criminal behaviour.

An effective early help specialist team has been in place since October 2015 and provides support and interventions to families where there is a risk of exploitation. This is in complementary to the work undertaken with schools, the joint work with Voluntary Community Service partners and with youth providers to ensure earlier intervention to prevent exploitation.

2.6 **Governance and Accountability Arrangements**

The Children's Board is the key strategic partnership to provide overall leadership for the shaping and delivering the vision for children, young people and their families and has overseen the refresh of the Early Help Strategy. The refresh has been aligned to the overall vision - **Our Manchester – building a safe, happy, healthy and successful future for children and young people**'.

To ensure connectivity with front line staff, an Early Help Operational Steering Group is in place. This meets bi-monthly and identifies and responds to themes and challenges, addresses workforce development issues and monitors performance and delivery of the Early Help Assessment (EHA) and Early Help Hubs.

3.0 **Early Help Strategy**

- 3.1 The Early Help Strategy has been refreshed in 2018 and followed consultation with front line staff, with families and children and young people. An Early Help Survey was issued to front line staff and responses received helped inform the refresh. The refreshed Early Help strategy reflects the co-design approach and is aligned to the delivery of the four 'Our Manchester, Our Children' outcome priorities: safe, happy, healthy and successful.
- 3.2 In the strategy the previous definition of early help has been maintained as this continues to apply:

“Early Help is intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Effective intervention may occur at any point in a child or young person’s life”.

- 3.3 Fundamentally the strategy is reflecting the key message that Early Help is a collaborative approach; it is not a provision or a service and this is reflected in one of the core principles that **‘early help is everyone’s business’**. Relationships are fundamental and the strategy acknowledges the importance of developing effective relationships at every level with a focus on **people rather than process**. Feedback from the consultation highlighted that co-location of front line staff works and that good progress had been made in developing a multi-agency offer of early help in Manchester. Examples that illustrate this are the co-located early years and health visiting teams in Old Moat Sure Start Children’s Centre and the 3 Early Help Hubs, with weekly allocation meetings, cited a strong examples of this approach.
- 3.4 In refreshing the strategy the intention was to create a strategy that is accessible and visible and this will be achieved by developing an interactive online strategy that will provide links to family’s stories and experiences. There will be tools and guidance provided along with evidence of impact. The communications team aim to have a draft interactive tool ready by the autumn.
- 3.5 In developing the strategy a number of priorities have been identified and they are:
1. **Invest in our Workforce** – ensure the workforce has the tools to deliver an effective and integrated offer of early help through an accredited Early Help Practitioner *Learning Programme*. This will focus on embedding further the ‘Our Manchester’ approach, culture and behaviours rather than process.
 2. **Focus on Information Technology and digitalisation** - to support information sharing, feedback and early intervention.
 3. **Encourage Family Co-design** - regular feedback through improved use of technology and ensure families inform the design and build on the successful approach developed through the SEND Parent Champions.
 4. **Enhance Locality delivery** –with an enhanced focus on early years, community health, schools and VCS partners and strengthening further the relationship with statutory/specialist services; all part of the developing Manchester Local Care Organisation (MLCO).
 5. **Focus on Early Years**- closer integration of early years and early help services to support school readiness and achieve closing the gap.
 6. **Schools** - a number of approaches are in place to support schools and colleges in recognition of the central role schools play in building

resilience for our children and young people, their families and our communities.

“It is important to recognise that we have done a lot in a short space of time, that behaviour change in organisations will take time (like turning around a very big boat at sea) and that we need to embed good practice and not feel that we need to change too much too soon”

Feedback taken from Early Help survey

- 3.6 To ensure the Strategy achieves the priorities and impact a delivery plan is being developed with each partner providing evidence of delivery and impact; the first session to agree this will be with members of the Early Operational Board on the 3rd September 2018.

4.0 Early Help Hubs and Partnerships

- 4.1 The Early Help Hubs are well established in coordinating a targeted offer of early help and in providing advice, guidance and support to partners and to families. As well as delivering targeted and specialist family support via the Early Help Assessment Team (EHAT) and the Early Help Practitioner (EHP), the hubs also support partners to develop and deliver an early help approach within their own organisations. In addition, the Early Help Parenting Team who are based in the Central Hub deliver evidence based parenting programmes city wide. This is complimented by parenting programmes delivered by early year’s staff and shorter courses delivered by partners such as MAES (Manchester Adult Education Service) and schools.
- 4.2 Every month the early help hubs receive between 1,500 and 2,000 enquiries, either directly from partners, social work colleagues or from the Contact Centre and MASH (Multi- Agency Safeguarding Hub). Some of these are telephone enquiries that require advice, assistance or signposting to other services; calls to the hubs increased from 14,480 in 16/17 to 16,641 in 17/18. Approximately 600 enquiries a month result in a more detailed assessment conversation and a further offer of support, either from a partner agency or an early help hub intervention.
- 4.3 The EHAT was established to work with those families where a brief intervention is required, either because more information is needed to give a fuller picture or where the family would benefit from a shorter period of support to help them get back on track themselves. Families receiving support from EHAT are contacted for an initial screening visit within 24 hours with intervention starting within 3 working days and lasting up to 8 weeks. EHAT has been operating for 18 months at North Early Help Hub and a review of EHAT cases closed between January 2017 and March 2017 was undertaken to determine the effectiveness of the model.
- 4.4 In order to evaluate the sustainability and impact of the intervention each of the cases were tracked for a period of 12 to 18 months. In 70% of the cases the outcomes achieved have been sustained with no further referrals into the

- Contact Centre or Early Help Triage being received. An Early Help Assessment, a Team around the Family Meeting or a combination of both were completed in 74% of the cases by Early Help. In 91% of the cases an identified lead professional from a partner agency continued the coordinated multi-agency offer of early help support following the closure of the case to MCC Early Help Services. In 100% of the cases the family continued to engage throughout the period of intervention.
- 4.5 The strengths of this model of working can be evidenced through the high rates of engagement, the significant rates of sustainability through reduced re-referral, the increased capacity of practitioners and the continued accountability of partners throughout the intervention. This service is now operational in all 3 Early Help Hubs.
- 4.6 The Early Help Practitioners within the hubs and the Early Help Parenting Team between them support 600 families; a third of the families are joint worked with social work, around a third are cases that have 'stepped down from social work and a third are families referred by partners who require a more intensive offer than they can provide. Analysis of presenting needs in the hubs continued to demonstrate in 2017/18 that mental and emotional health (both adult and child) remains the predominating need, followed by parenting and domestic violence and abuse, which features as a presenting issue in 30% of all referrals to the early help hubs.
- 4.7 It is worth noting, at this point prior to the establishment of the early help hubs significant demand was made on the statutory social work service and a factor that led to excessively high caseloads for social workers. Since this time we have an improved understanding of how demand is being responded to in the City and the emergent needs and pressures. We know Manchester's child population growth has grown rapidly and increased by 21.8% in the last 10 years and will continue to grow by 2021 and beyond. We have an improved understanding about the causal factors that impact on a family's resilience, health and well-being, the impact of poverty and the increasing number of families presenting with housing needs. This is illustrated by the growing reliance by families on the private rented sector which has increased the proportion of families seeking help due to rent arrears, threat of eviction or homelessness. This accounts for 29% of all enquiries and referrals to the hubs.
- 4.8 To respond to these needs partnership work in relation to improving child and adolescent mental health and well-being and supporting the homelessness strategy have been key priorities. This resulted in developing an earlier intervention service to support child and young people's mental health; the ICR (Integrated Community Response Service). This is a partnership between CAMHS, 42nd Street and the Early Help Hubs and is included in *i-Thrive* the CAMHS transformation programme.
- 4.9 The ICR workers are based in the hubs and provide advice, guidance and brief intervention to young people. Although early days this is proving to be a successful approach which has resulted in positive feedback from young

people, earlier support for young people experiencing crises which might include self-harm and suicidal thoughts. The co-location has increased the knowledge, skills and confidence of hub staff in relation to young people's mental health and young people are receiving a quick and effective response.

- 4.10 Families at risk of homelessness and or risk of eviction are increasingly being referred to the hubs. The co – location of the MCC Floating Support Housing Team in the hubs enables a multi - agency approach for families. The early help hubs are part of the delivery plan for the Homelessness Strategy and are contributing both to strategic plans and locality delivery. In addition the hubs have supported a number of joint initiatives to address issues experienced by families in homes of multiple occupancy. Registered housing providers remain strong partners for the delivery of an offer of early help and some such as Great Places, have redesigned existing tenancy support services to have an Our Manchester focus and emphasis on whole family support; whilst in the North and South of the City registered providers deliver both family support and contribute to early help triage and allocation meetings.
- 4.11 In the North of the City the early help hubs have worked proactively with partners in the locality to address anti- social behaviour and to identify and to respond to the families circumstances. One example concerns an area in North Manchester where a number of parents were reporting being physically assaulted, having property damaged, and being the victims of anti-social behaviour. Early Help convened a multi-agency meeting with involved partners including Education, Community Provisions, GMP, Northwards Housing, Community Safety, Children's Social Work and Youth Justice.
- 4.12 The identified concerns focused on a group of 28 children aged 10-18 years and involved in a number of reported incidents of crime and anti-social behaviour. The multi-agency group took a targeted approach using challenge, support, disruption and diversionary methods of engaging the group and their families around their offending behaviour. Bespoke case planning was facilitated around all the children with a range of options being explored to ensure that the individual and holistic needs were met, capturing any vulnerabilities particularly in regards to criminal exploitation.
- 4.13 The North Hub coordinated the project and contacted every family ensuring that an in depth EHA of the family's holistic needs was undertaken; this was combined with enforcement action through Tenancy Warnings and Injunctions. Additional support was offered to tenants that had been targeted around their rehousing and safety options. The Project has now ended and tracking of sustainability was completed on all identified children. Results demonstrated that 23 out of the 28 children have not perpetrated any further offences in the 4 months since the end of the Project, this was a success rate of 82% and Police and ASBAT have reported a decrease in reports of Anti-Social Behaviour perpetrated by this group in this area. This is alongside the 50% reduction in ASB complaints achieved during the first 6 months of the project.

5.0 Work with Schools

5.1 Pupil referral Units (PRUs)

The Early Help Service has established a close and effective relationship with Bridgelea, the primary pupil referral unit. There is a strengthened offer of early help in place to pupils in the setting through the co-location of two Early Help Practitioners who work directly with Bridgelea pupils. The service commenced in January 2017 following recruitment and the EHP's are regarded as part of the Bridgelea team by members of staff but particularly from pupils and parents/carers and achieve a high engagement rate (17 families successfully engaged out of 21 referred in the first year of delivery).

- 5.2 The EHP's have built trust by working with children in the classroom environment as well as visiting families at their homes and are the lead for many cases and the EHP co-ordinates and chairs Team around the Family (TAF) meetings. Good follow on support has been provided and where cases are closed to an EHP the family continues to receive 'step down' or less intensive support from the core Bridgelea team demonstrating an integrated approach to work with families.
- 5.3 An example, which encapsulates the positive impact on families, is where a year 6 pupil was supported back into mainstream education by an Early Help Practitioner and Bridgelea. This pupil and his family continued to receive support as he made the difficult transition to year 7 and a mainstream high school. This pupil remains in a mainstream high school setting and follow on support ensured the resilience and stability of the family.
- 5.4 There is ongoing work to strengthen the partnership between the Early Help Hubs and the Secondary PRU; this is important as Schools respond to the increase in exclusions. Currently the Strategic Lead for Early Help attends multi agency meetings in the Secondary PRU to share information and to identify children and young people who require early help and support. We are looking to develop a joint response to enable Early Help Practitioners to be co - located in the Secondary PRU so that the benefits of the partnership working from the primary PRU are extended across the age range.
- 5.5 The Early Help Hubs have a key role to support the achievement of the Children and Education Services Directorate Plan 2018 – 2021 including improving outcomes for all children and ensuring good attendance, stability of education placements and reducing exclusions. Attendance officers are well integrated into the early help hubs; the additionality of education case workers will strengthen the connectivity and ensure the achievement of stable and good educational outcomes is core for all partners working not just in the hubs but also within the localities.
- 5.6 Feedback from schools through Early Help Champions meetings and other networks demonstrated that staff in schools often felt a level of frustration related to poor communication with them about plans that are in place for a

family. Education colleagues reported they were being left out of the loop about key decisions and work that was being undertaken with families.

- 5.7 To address this since November 2017 Children's Social Care and Early Help in South locality have held 'Bridging the Gap' meetings, this fora takes place every six weeks and is open to all primary schools. The purpose of the meeting is to support the early identification of a child and family's needs and to enable the right response at the right time. The meetings have been received very well by the schools that have attended and have demonstrated some good evidence of early help.
- 5.8 A good example of school led early help and good evidence of use of TAF (Team around the Family) was shared at the meetings with clear actions to address early signs of neglect. The bridging the gap session provided advice and guidance on the offer already being delivered, provided reassurance and recognition of the schools' work and prevented the escalation of need. Forums are in place across the City and from autumn will look to expand to include secondary schools and will include a targeted approach to invite schools where EHA numbers are low.
- 5.9 Given the demand for social care support from schools it is recognised that the fora currently being developed in each of the localities is of significant strategic importance, the early help service views the problem solving and support aspect of these foras as highly important and will ensure it has a full and meaningful engagement with this process to ensure our targeted offer is able to meet the needs of schools.

6.0 Performance and Impact

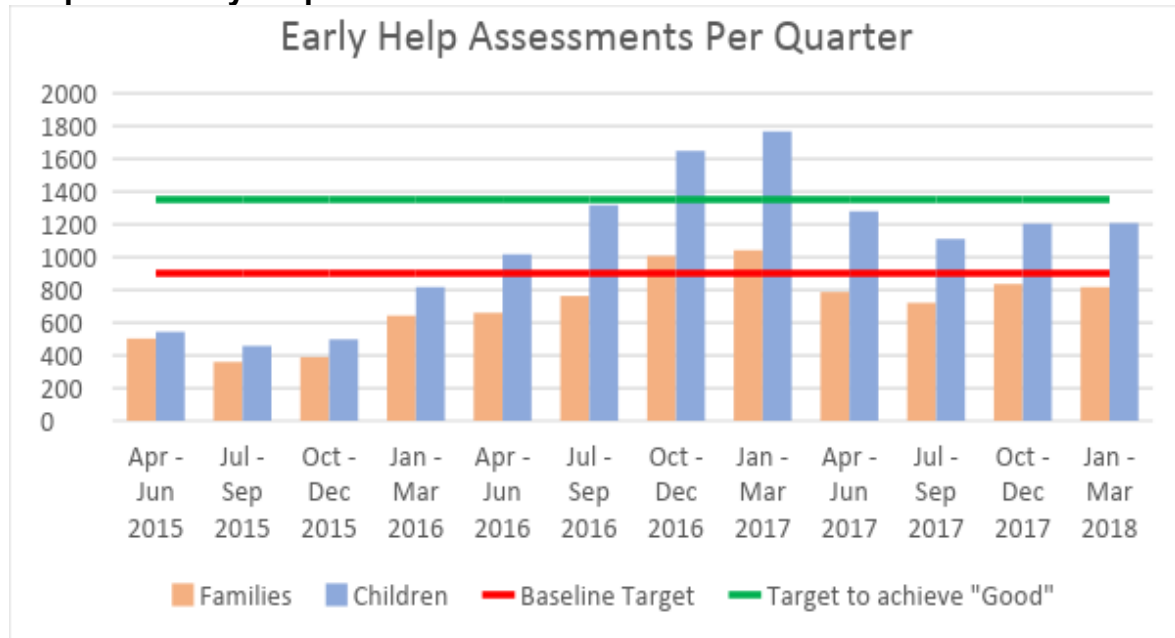
- 6.1 Over the last six months there has been focused work to develop a performance framework to better evidence the impact of Early Help delivery in Manchester. The framework that has been developed is an impact map that describes the key activities of the early help strategy and is linked to the 4 outcomes of the Children's and Young People's Plan. This will strengthen the current early help dashboard that reports on activity in the Early Help Hubs and registration of EHAs. The impact map is attached as an appendix to this report.

6.2 Early Help Assessments

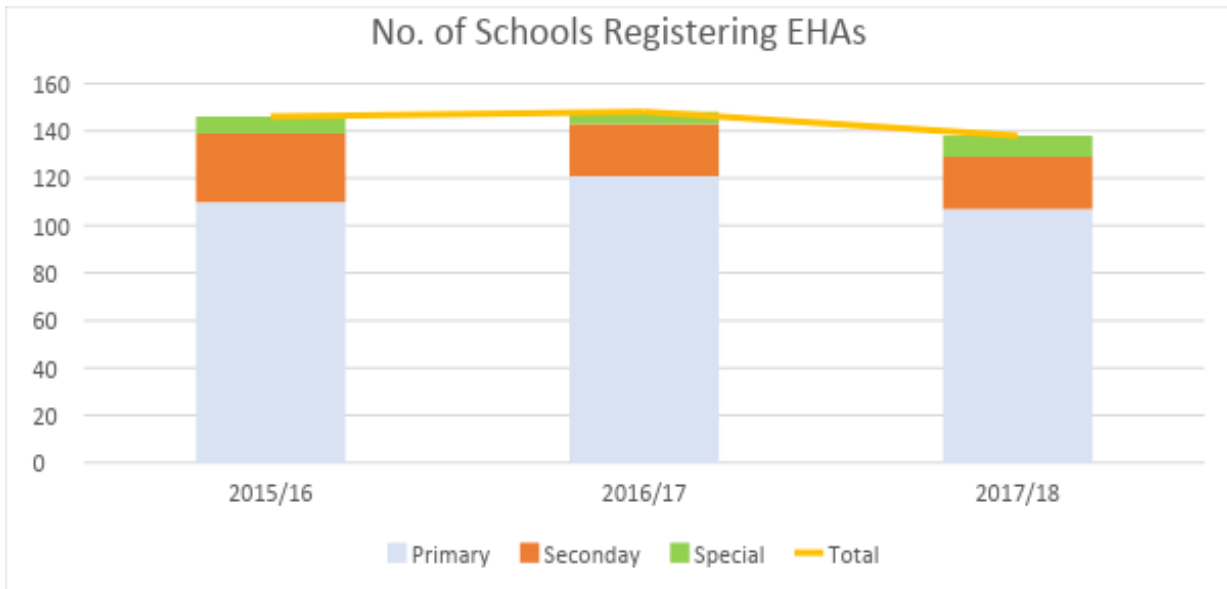
It is three years since the introduction of the EHA in 2015 and performance on registrations is included in the Early Help Hub Dashboard and monitored and tracked via the Early Help Operational Steering Group and quarterly via the Children's Board.

- 6.3 In 2016/17 performance in relation to EHAs was strong with a peak of activity resulting in 3,471 families' registered and 5,749 children; sufficient to achieve a rating of good. In 17/18 the volume of registrations was lower than anticipated with 3,155 families registered, relating to 4,798 children. This is illustrated in the graph 1.

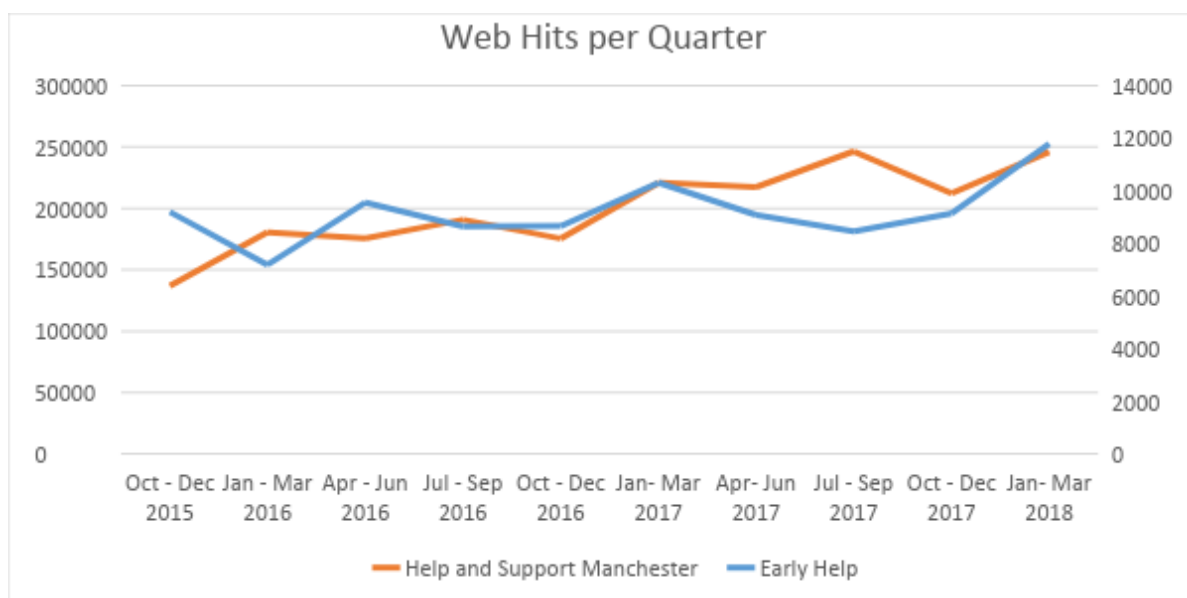
Graph 1: Early Help Assessments



- 6.4 In relation to specific sectors health registrations reflect minor variations with the percentage of registered EHAs remaining stable at 26% in 2016/17 and increasing to 29% in 2017/18. Within the health sector the health visiting service account for the highest proportion of registered EHAs with numbers increasing sharply in 2016/17 and remaining at a similar level in 2017/18.
- 6.5 The schools sector account for 41% of all registered EHAs and have seen a variance with a reduction of 47 registered EHAs compared to the previous year. Secondary schools register a low number of EHAs and this is a concern both in terms of the size of the school population, the unrelenting demand for social care services and the increase in the number of troubled adolescents where an earlier offer of help could have assisted. This is within the context of a number of initiatives being in place to support schools e.g. Bridging the Gap sessions, early help key workers co - located in the primary PRU, the CPOMS data project which looked at capturing a school offer of early help and a strong offer from the hubs to support schools with the offer of early help.



- 6.6 Primary schools are delivering an offer of early help but the challenge remains in capturing early help activity in schools, and evidence of Team around the Family (TAF) meetings and their impact on improving outcomes to reduce escalation of need. System challenges remain both in relation to having a fit for purpose electronic portal to enable partners to register and record their EHAs and a system that captures the huge diversity of the early help offer especially amongst the VCS sector. Whilst Liquid Logic will provide an improvement and better connectivity with the social care journey for partners an electronic early help module remains some distance. In the interim a number of actions such as the roll out of the e learning early help module together with targeted work with schools and partners will continue but this must also be driven by system leaders who share the collective responsibility to evidence a strength based offer of early help.
- 6.7 The Early Help Practitioner Zone within the Help and Support Manchester website continues to receive a high volume of activity and the last quarter of 2017/18 saw a record number of 'hits' (nearly 12,000 compared to 9,137 in the quarter before). This demonstrates the interest in early help and demand for information both from the workforce and from residents has remained high.



Impact from the Early Help hubs

- 6.8 There has been an increase in direct contacts to the early help hubs from 20% in 2015 to 58% in 2017/8 with an increase in the provision of advice and guidance resulting in 45% of enquiries/advice and support now resolved at the first point of contact. Performance data from North EHAT demonstrates 70% of families post intervention sustain stability and well – being and are not re-referred for statutory support.
- 6.9 The Troubled Families (TF) programme is delivered through the early help offer, data is available to demonstrate the impact of the EHP intervention as part of the Troubled Family return and the latest annual report is imminent. The last analysis of Troubled Families outcomes in 2017 showed strong evidence of the positive impact of the Early Help Service on outcomes for families. For example, in terms of safeguarding, 12 months after the completion of the Early Help Practitioner intervention:
- 81% of families at Child in Need level had that status removed. There was only a 14% recidivism rate.
 - 87% of families with a child on a Child Protection Plan had that status removed. There was only a 15% recidivism rate.
 - 53% of families with 'our children' (looked after children) had that status removed with only a 7% recidivism rate.
- 6.10 This is in the context of the Early Help Practitioners working with families across the levels of need and a change in the number of cases also open to social workers. In 2015 the early help practitioner service caseload reflected 65% of cases were also open to social workers in 2017/18 this is now 34% and is enabling earlier intervention with a targeted offer of support.
- 6.11 Demand for parenting interventions and group based parenting programmes has increased by 50% over the last three years with demand exceeding supply

at times. The MCC Early Help Parenting Team produce a termly report on the delivery and impact of the evidence based interventions. The impact achieved is significant; data collected at 3 points of intervention; prior to the course starting, completion and 3 months post completion enables tracking of impact and outcomes. Performance data from 2017/18 highlights:

- A 77% retention rate for completion (national average is 40% - 60%)
- 74% of parents saw a reduction in their perceptions of their child's overall stress
- 78% of parents saw an improvement in their mental health and well-being scores
- 50% of children were removed from child protection planning

- 6.12 This is confirmed by qualitative feedback with parents reporting '*I'm more confident and it really helped me a lot to deal with my teen*' and '*I became more understanding of my child and her needs and how play and praise has a huge impact on day to day life*'. Feedback from children has been '*I'm not arguing with my Mum anymore and my relationship with Mum is going well. I'm not getting into trouble with bad mates now*' and '*I like home because I feel safe with Mum and Dad*'. Additionally as a result of improved family stability and well-being parenting are accessing volunteering and work opportunities via good links with the Troubled Families Employment Advisor based in the hubs.
- 6.13 Positive impacts are being achieved at a community level; the early help team have been key in achieving positive outcomes for families living in houses of multiple occupancy. Coordinated partner activity resulted in 16 separate properties being visited and immediate health and safety, basic needs and safeguarding issues addressed. Concerns relating to property conditions were resolved including safety checks and remedial repairs made with residents no longer living in unsafe conditions. Together with general disruption activity this reduced Police calls outs to the property from 34 to 3 and is a strong example of a cohesive multi agency response to community problems resulting in significant cost benefits.
- 6.14 The South Hub supports the delivery of WINS (Wythenshawe Integrated Neighbourhood Services) this is a partnership in Wythenshawe that was developed to provide a different response to working with residents who are multiple callers to GMP, Ambulance, and Wythenshawe Community Housing Group. Although WINS has predominantly worked with vulnerable adults there are many households with children and young people, some where the families are known to Early Help or Children's Social Care and some where a request for support would be appropriate. Some of early impact from this approach has been that across the partnership there is a better understanding of the strengths and presenting needs of our communities, and an improved sense of services within a community. Consequently this is preventing the duplication of referrals and identifying the right type of support at an earlier point.

6.15 Quality Assurance

We measure the impact of the Early Help Strategy via our quality assurance and performance framework. In 2017/18 the hubs focused on driving the quality of practice forward through analysis of the performance data, robust supervision, direct observation of practitioners and development of the Early Help Practice Standards and audit activity. Early Help Hubs have a good record in completing supervisions and appraisals, regularly achieving 90% of all supervisions required. The quality of supervision has been the focus of a recent audit and areas for improvement were identified which have resulted in greater clarity around case planning, identifying next steps work and ensuring improved recording. Findings from audits highlight quality of practice is improving and learning circles held for all cases where practice is judged inadequate following moderation.

- 6.16 The quality of EHAs is monitored via the Locality Early Help Champions Networks who complete multi-agency audits and support is given to partners where improvements are identified. Previously the majority of audits indicated a 'requires improvement' outcome and dedicated resources have been made available to support partners to embed strengths based conversations and use of the EHA. Over 100 agencies and 800 individuals have completed the Early Help Journey training session on undertaking a strength based conversation and the EHA process. This is being supplemented the roll out in 2018 of the e-learning Early Help module. Targeted work with 93 GP practices has taken place, including a clear referral pathway for GP's and briefings with practice teams.
- 6.17 A City wide Quality Assurance process is in place delivered via the Early Help Champions Network and a quarterly report is produced. In quarter 4 there was an audit of 29 EHAs registered by a range of partners; the audit activity reported that 5 were inadequate, 12 required improvement, 11 were good and 1 was outstanding. The Early Help Champions Network oversees the learning from the audits and ensures any deficits are addressed with bespoke training and follow up audit activity undertaken with the organisation including feedback and development for the practitioner.

7.0 Future Priorities

- 7.1 The key priority will be the ensuring the implementation of the refreshed Early Help Strategy achieves the desired impact and demonstrates that outcomes are improving for children and families. Achieving a successful strategy will be determined by a number of factors including the evolving work to strengthen locality working with the early help hubs continuing to have a key role to co-ordinate a targeted offer of early help.
- 7.2 Strategically work is being progressed to develop closer alignment and integration with early years and early help and the strategic and operational responsibility for both services will come together under the Strategic Head of Early Help. We will strengthen the offer of early help in the early years' by targeting families at an earlier age, by providing a more seamless service with

the early help hubs, and building on the existing integrated delivery model with health colleagues. This alongside the developing work to pilot school leadership of the early years' systems provides an opportunity to achieve system wide reform that is firmly rooted in partnership delivery of services in the localities. MCC Early Help leaders will be key partners in developing the evolving Children's Health Transformation Programme which will inform the future service delivery and the arrangements of the Local Care Organisation (LCO).

- 7.3 We will ensure we meet our funding requirements for the national Troubled Families programme which changed over the last 12 months. The funding is now devolved to GMCA and income is no longer received, retrospectively, based on family 'attachment' and 'payment by result'. Instead money is received up front through GMCA's Reform Investment Fund (RIF) so it can be invested in early help models and areas of reform.
- 7.4 We will submit a Reform Investment Plan to GMCA in September 2018 which will articulate how we intend to invest the funding. The reform investment plan will need to be supplemented by a full Cost Benefits Analysis which will focus on the totality of our investment in Early Help. Our Reform Investment Plan will align with the strategic approach outlined in the Early Help Strategy (2018-2021) with a particular focus on investments in the workforce, digital/IT capabilities and 'place'.

8.0 Summary

To note the refresh and revised priorities outlined in the Early Help Strategy 2018 – 2021 and the progress and impact from the Early Help Hubs. The report highlights the diversity of the offer of early help and the flexibility of the Early Help Hub in responding to the presenting needs of families and communities and illustrates the development of the Early Help Service over the past three years. Key priorities are highlighted which will inform the future development of the Early Help Service.

Manchester's Early Help Strategy

2018–2021



**Early Help
Manchester.**

1. Foreword

Early Help is essential to improving the lives of Manchester's children and young people and to make sure that they are safe, happy, healthy and achieving their potential.

As a city one of our main aims is to better support families, to help them to cope with the difficulties they face and to support families to thrive.

Lots of families in Manchester face challenges and difficulties in their lives and these can lead to tough times for children and can contribute to the breakdown of families.

It's important to recognise that as well as facing difficulties, families and communities have strengths and that with the right support from the right people, they can be helped to overcome significant challenges.

In order for Early Help to transform our city we need to recognise that it isn't a service or a single team, but a way of working with families that all of the partners and stakeholders working with children and families can put in to practice.

Through the Children's Board, the city owns the Early Help strategy and its delivery and is well placed to embed it across the organisations which make up the board.

Our offer of Early Help has already achieved so much. I've visited our local Early Help Hubs, which hosts Manchester City Council teams as well as a number of other agencies, and seen some of the incredible work they do and the range of issues they can help and support with. It is marked by a can do attitude and a flexible approach to support, based on whole families.

As we refresh the strategy, we celebrate the work that has already been done over the last three years and look forward to the next stage of Early Help and how much we can achieve together to support children and families in our city.

Councillor Garry Bridges
Executive Member for Children and Young People



2. Early Help in Manchester

Definition

“Early Help is intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Effective intervention may occur at any point in a child or young person’s life”

Early intervention and prevention for families with children has been a key strategic priority for the city over many years through Think Family, Community Budgets and our involvement in the national Troubled Families programme. Most recently the city’s approach to ‘Early Help’ has been delivered through our Early Help Strategy, launched in 2015.

Our Vision

Our ambition is that families, particularly those with multiple and complex needs will have access to co-ordinated Early Help in accordance with need as soon as difficulties are identified. The offer is personalised, multi-agency, and embedded within a Whole Family approach. Children and young people in those families will live safe, happy, healthy and successful lives thereby breaking the intergenerational cycles of risk and vulnerability.

Our Priorities

The starting point for a refresh of Manchester’s Early Help Strategy was to take an ‘Our Manchester’ approach - engage, listen, co-design. In particular we used ‘Our Manchester, Our Children’ (Manchester’s Children & Young People Plan) as the basis for our priorities. The refreshed Early Help strategy and this document are a culmination of the ideas and thoughts we have gathered through engaging, listening and co-design and it will support the delivery of the FOUR ‘Our Manchester, Our Children’ priorities:

- Safe
- Happy
- Healthy
- Successful

These four priorities have been developed by Manchester’s Children’s Board.

Our Approach

Early Help is a collaborative approach not a provision or a service

This is a strategy for the communities that support those who may be experiencing difficulties. It is a strategy for the professionals who work with families, adults and children. Most of all it is a strategy for all of our families: adults, children and young people.

Members of Manchester's Youth Council were asked what works for children and young people who need support to prevent problems turning into a crisis. Through their own experiences and those of other young people, they have come up with their own early help message:

LISTEN. ENGAGE. ACT. CHECK IN. IT'S NOT ROCKET SCIENCE.

This message will form the basis of our approach

WHAT HELPS ME LIFT OFF?

Our ask at Manchester Youth Council is that adults working with us (young people) take onboard our messages and empower us to lead happy, safe, successful and healthy lives.

LISTEN

- Get to know me, my strengths & my interests
- Build a relationship with me based on honesty, trust and respect
 - Find out how resilient I am
 - Find out who is important to me
- Don't judge me

ENGAGE

- Involve me
- Encourage me to ask questions
- Explain everything in a way I can understand
- Involve others with my permission
- Enable me to have an active role in my future

ACT

- Empower me to help myself
- Support me to engage in activities that will build my self worth
- Advocate on my behalf with my permission
- Help me to access services and make quick referrals
- Encourage me to ask for support from my family and friends

CHECK IN

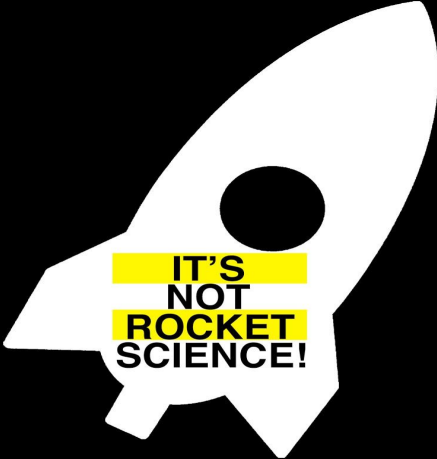
- Meet with me often and check the things that are working
- Help me to reflect on my actions and challenge me if I need it
- Make sure I am getting the support I need
- Continue to support me until I can stand on my own two feet
- Celebrate my achievements



“

Members of Manchester Youth Council were asked what works for young people who need support to prevent problems turning into a crisis. Through their own experiences and those of other young people, they have come up with their own Early Help message: 'It's not rocket science'.

”

- Elaine Morrison, Manchester City Council



MANCHESTER CITY COUNCIL

3. Our Early Help Principles and Behaviours

There are 10 Early Help principles and behaviours which will underpin our approach over the next 3 years which will help ensure families and children are **safe, happy, healthy and successful**.

Moreover these principles are relevant to everyone and could be used in any offer of early help, at any age.

1. Take a strengths based approach and be good listeners
2. Take a whole family and/or a whole household approach
3. Mobilise the strength and resources of the community
4. An offer of early help will be accessible, at the first sign that people need help and delivered as close to home as possible.
5. Support Manchester's Early Help workforce and provide them with the tools to be confident when working with children, young people and their families
6. Support Manchester's workforce to develop strong and lasting professional relationships
7. Simplify our approach using appropriate language and processes
8. Safeguard and promote the health and wellbeing of children, young people and their families
9. Independence is encouraged so people continue to be **safe, happy, healthy and successful**
10. Early Help is everybody's business

4. To deliver these principles we will:

Invest in our Workforce

- i. Manchester will provide its workforce with the tools to deliver an effective and integrated offer of early help through an accredited Early Help Practitioner *Learning Programme*. This will focus on culture and behaviours rather than process. It will be delivered through a pooled budget and will be available to all practitioners supporting families and their children.

Focus on Information Technology and digitalisation

- ii. Manchester will develop an early help approach that is visible, accessible and fit for the 21st Century utilising technology to enhance our offer

Encourage Family Co-design

- iii. Manchester will ensure families are at the centre of our approach. We will seek regular feedback through improved use of technology and ensure families help us to design and continually improve our strategic approach

Enhance Locality delivery

- iv. Manchester will focus on strengthening the local delivery of the offer of early help. This will take the form of 'place based approaches' with an enhanced focus on early years, VCSE, community health and schools

Focus on School Readiness

- v. Manchester will focus on closer integration of early years and early help services to support school readiness and achieve closing the gap.

Develop creative school approaches

- vi. Manchester will develop new and creative approaches to supporting schools by placing them at the forefront of our Early Help approach, recognising their central role in building resilience for our children and young people, their families and our communities.

5. How do we know this the right strategic approach for Manchester?

An extensive period of engagement has taken place to ensure that our Early Help Strategy (2018 - 2021) is co-designed. The engagement process allowed for a significant period of reflection; we wanted to fully understand where our previous Early Help Strategy (2015-2018) had taken us, what it had achieved and, most importantly, what life is like for those receiving support in Manchester in 2018. We also needed to understand the full extent of our collective resources and strengths. The 10 principles that will drive our approach to Early Help over the next 3 years have been developed as part of this engagement process. This strategy will seek to build upon and develop further the good work of the last 3 years.

“It is important to recognise that we have done a lot in a short space of time, that behaviour change in organisations will take time (like turning around a very big boat at sea) and that we need to embed good practise and not feel that we need to change too much too soon”

Feedback taken from Early Help survey

Key Messages: What you told us-

- The offer of Early Help in Manchester now felt aligned across a range of agencies and services. For example, taking a strengths based approach is now commonplace and is even reflected in the ‘Our Manchester’ approach. The aim of our strategy is to move the partnership from an aligned approach to an **integrated** offer of early help. What does integration mean?
 - joint decision making or a pooled budget
 - a whole city approach to our workforce
 - co-located teams
 - single processes or joint procedures e.g trusted data sharing
 - contributing to weekly Early Help Hub allocation meetings

“We have more experienced staff and are developing their skills. We capture children and young people’s voices better now and more regularly which is positive. Partnership working feels better but I think this could still be improved”

Feedback taken from Early Help survey

- **Relationships** at every level- whether between families, between a professional and a family or between professionals- was identified as crucial. This strategy will acknowledge the importance of developing effective relationships at every level with a focus on **people rather than process**;
- Families tell us they feel more comfortable receiving support from those around them- a child’s school or local community group rather than a city-wide service. This strategy will look to build upon the three Early Help Hub model and take a place based or community offer further, for example, by supporting the some 110,000 volunteers and paid staff

working for the voluntary, community & social enterprise sector (VCSE), 26% of which are directly supporting children and young people¹. Utilising our community assets- children's centres and early years' settings- is another way of enhancing the local offer of early help.

VCSE focus groups identified the lack of support, the challenges associated with applying comprehensive training, monitoring and support systems for their volunteers, as (a) cause of difficulties.

"There must be the systems in place for people to be effective and for the organisation to be able to use them (volunteers) properly, otherwise... our target groups gain nothing from it."

Manchester State of the VCSE Sector 2017

"Instead of all early help (services) together perhaps base in health centres or children's centres"

Feedback taken from Early Help survey

- Our strategic assessment process helped us understand that beyond universal provision - a school or GP surgery- a family that wanted to help themselves would be unsure how to access the support they need. Improving the **visibility and access** of our Early Help offer will form a key part of our strategic approach.

"Early Help staff... to be more visible in community venues, maybe co-located where appropriate so that they can see families in the community setting and signpost into projects / activities for on-going support"

"Look at holding drop in session where by families can pop into chat to the early help teams (all partners) and possibly self-refer"

Feedback taken from Early Help survey

- We have developed a strong culture with many positive uses of common language amongst professionals, for example 'whole-family' or 'strengths based conversation'. However, our understanding of how language is perceived by those experiencing problems has developed and we know it can be a barrier in accessing support. A strong Early Help culture demonstrated by the way we use language will be a key principle for a successful offer of early help;
- Co-location works. Good progress has been made in developing a multi-agency offer of early help in Manchester- examples include co-located early years and health visiting teams in Old Moat and Early Help Hub allocation meetings. But there is a perception that 'early help' is delivered by the Local Authority. This strategy will look to re-focus early help as an approach and not a service- **'Early Help is everybody's business'**.

¹ Manchester State of the VCSE Sector 2017

“Ensure the new strategy belongs to all agencies and it is implemented by (agencies) and not MCC”

“We need to spread the message that Early Help is more than the (MCC) intervention teams and the EHA. I repeatedly hear (MCC) staff inform parent and partners that the case is ‘now closed to early help’. This is the wrong message”.

Feedback taken from Early Help survey

- Schools are often at the centre of their community and therefore are the first place a family will go to access support or help. Children’s Centres are also cited as a vital community resource especially for younger families. Our strategic approach will test new concepts, such as school leadership of Early Years, and recognise their strengths and community value- they will be central to our visible, local and integrated offer.

6. What factors impact on a family's life?

We know there are many factors which impact a family's ability to lead **safe, happy, healthy** and **successful** lives. Through our approach and collective partnerships we will seek to understand and address this impact.

What are the cities strengths?

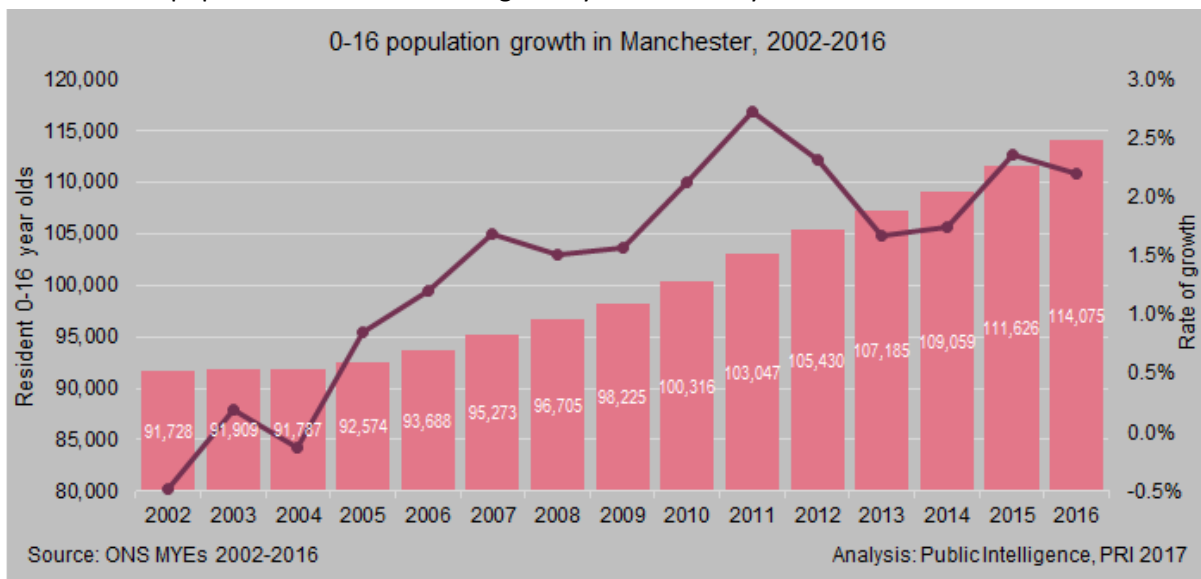
There are many strengths in our communities which impact positively on a family day-to-day and our integrated Early Help approach will look to support these. They include:

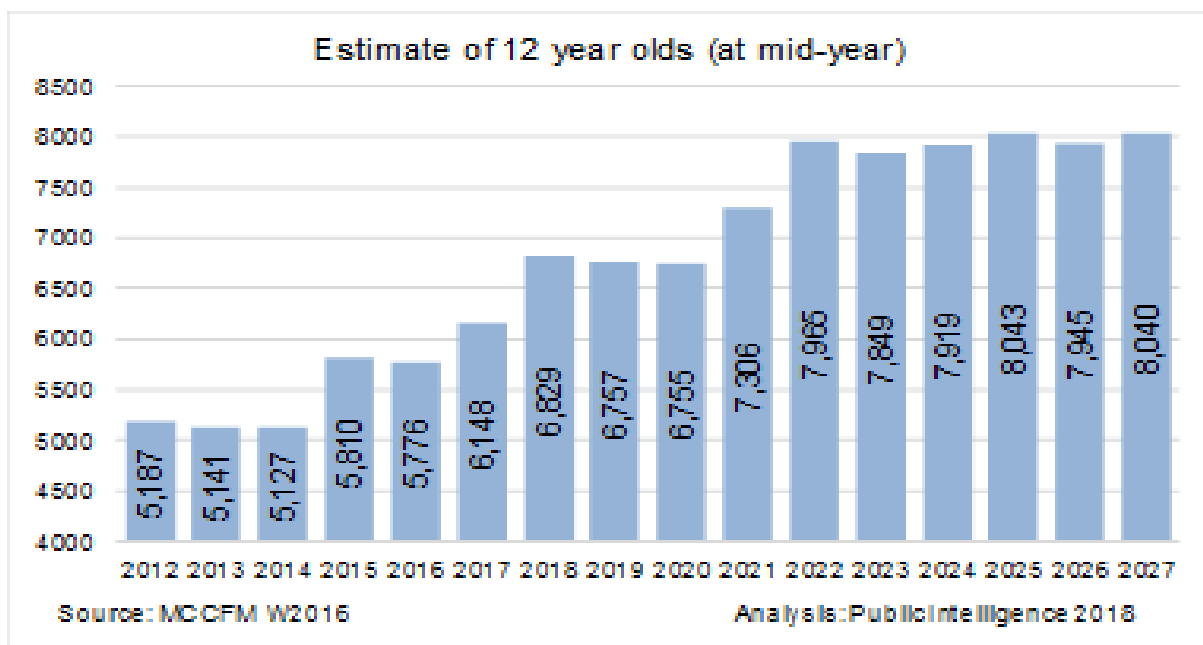
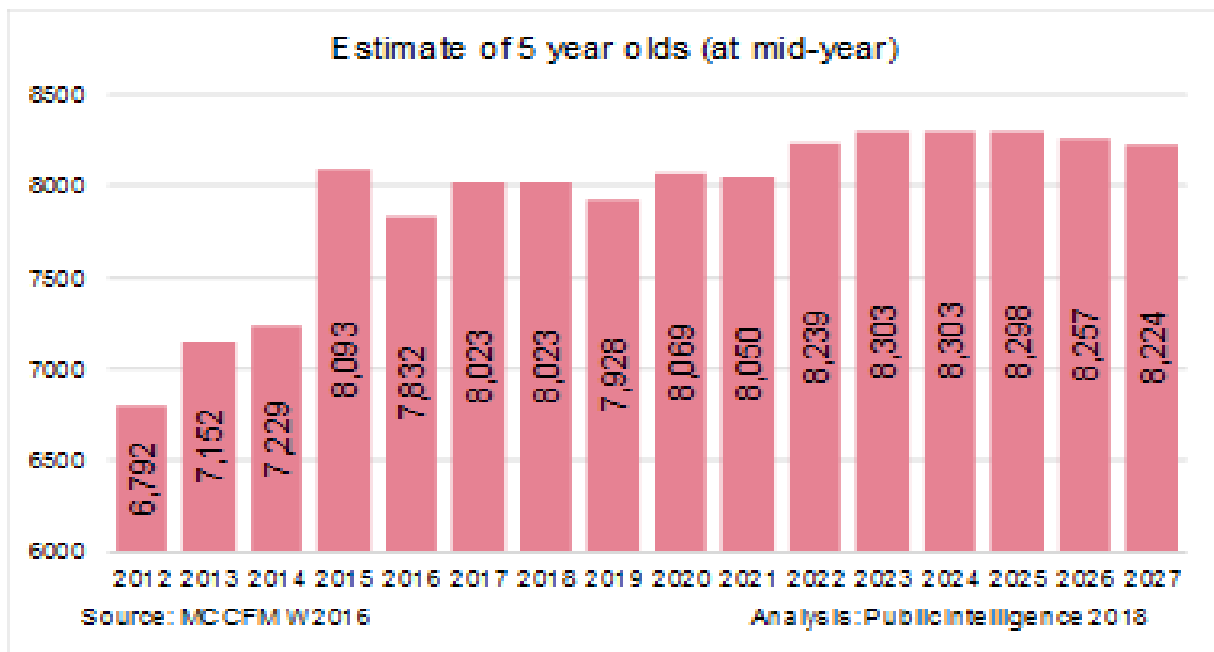
- 145 Primary Schools, 132 of which were Good or Outstanding at the last inspection
- 40 High Schools, 25 of which were Good or Outstanding at the last inspection
- 38 Sure Start Children's Centres and 170 registered day care providers in our communities across the City
- The largest children's hospital in the UK
- 1110,000 volunteers and paid staff working for the voluntary, community & social enterprise sector (VCSE)
- A growing child population

What are some of our future concerns?

Population Growth

Manchester's 0-16 population has grown rapidly since 2005 and is up 21.8% in 10 years. This has increased pressure on services such as schools, community health services and social care. We know that the child population will continue to grow by 2021 and beyond





Poverty

End Child Poverty Coalition (January 2018 report) found:

- Manchester estimated 2nd highest % children in poverty in UK (1st Tower Hamlets)
- 5 wards 50%+ in 2017: Moss Side, Rusholme, Longsight, Cheetham and Ardwick ²

² ECP's indicators build on HMRC data which only looks at out of work benefit claimants and tax credits, so assumes all in work not in poverty, all out of work in poverty. ECP's figures are adjusted to address this.

Housing

Housing needs- property condition, rent areas, threat of eviction and homelessness- have increased significantly since 2015. Having a roof over your head is a fundamental right and housing need can directly impact on a family's ability to lead **safe, happy, healthy** and **successful** lives. There is a growing reliance in Manchester on the Private Rented Sector and private rented housing usual means less stability for a family. This strategy will, therefore, support the delivery of the *Manchester Homelessness Strategy* and particularly its ambition in 'supporting people to maintain their home'.

- There has been a 30% increase in the number of families presenting as homeless between 2015 - 2017 (1,559 families to 2,031 families)
- Analysis of a random sample of 300 cases highlighted the following main reasons:
 - Eviction from the private rented sector (most frequent factor)
 - Domestic violence and abuse
 - Rent arrears

Groups at risk

As well as recognising some of the causal factors that might limit a family's ability to be **safe, happy, healthy and successful** there are a number of specific groups that may require a targeted/specialist offer. These include (but are not limited too):

Children with SEND

- There are nearly 14,000 children and young people in our City who are receiving SEN support, have an SEN statement or an Education, Health and Care Plan. These children, young people and their families are supported through a strong SEND offer.
- Autism is an emerging need in Manchester and CAMHS approximate that over 50% of their workload is now focussed on supporting families where autism (and related conditions) is prevalent.

Young carers

- Young Carers in Manchester are supported through our Young Carers Strategy. However, we know that there is a significant under identification and recording of young carers so accurate numbers are difficult to capture.
- Data from the 2011 Census (published in May 2013) indicates that there were 1,138 children aged 0–16 years living in Manchester who identified themselves as providing some form of unpaid care.
- Research shows that young carers have significantly lower educational attainment at GCSE level, have lower school attendance and are more likely than the national average to be not in education, employment or training (NEET).

Not in Education Employment or Training (NEET)

- Reducing the number of 16-18 year olds who are not in education, employment or training (NEET) is a national and local priority. Being NEET can have long term impacts on the life of an individual. Evidence shows that a young person who experiences a period NEET will, on

average, lose up to £50,000 in earnings over their working life when compared to a peer who doesn't experience a period NEET.

- In Manchester, at the start of 2017, nearly 1 in 10 (9.4%) 16-18 year olds were NEET.

Detailed analysis of our families and their communities can be found in:

- Joint Strategic Needs Assessment (health):
http://www.manchester.gov.uk/info/500230/joint_strategic_needs_assessment/6797/children_and_young_peoples_jsna
- State of The City:
http://www.manchester.gov.uk/info/200088/statistics_and_intelligence/7353/state_of_the_city_report_2017/1
- MCC Statistics and Data (by theme) including population, health and wellbeing, housing and deprivation
http://www.manchester.gov.uk/homepage/932/data_by_theme
- Manchester's Family Poverty Strategy

6. Governance

Children's Board is composed of representatives from the local authority, police, health, voluntary and community sectors and schools, who provide services to children, young people and their families and who share a joint commitment to partnership working and improving the life chances of children and young people. The board shares a common vision to address institutional, budgetary, cultural and linguistic barriers to working together across traditional agencies with a common strategy to improve outcomes for children and young people.

This strategy is owned and governed by Manchester's Children's Board and it will scrutinise performance to ensure a strong Early Help approach is in place. The operational delivery will be overseen by the multi-agency Early Help Operational Board as well as other relevant agency specific forums.

A three year multi agency delivery plan will be produced which will ensure our vision and priorities are delivered. This plan will be over seen by Children's Board

Manchester's Local Care Organisation (MLCO)

'Bringing Services Together for People in Places' is a multi-partner programme of work taking place across Manchester. The work will help to provide a space and mechanism for collaboration between services and partners to develop new ways of working, join up individual service offers and reduce duplication. The ultimate aim is for the wider 'system' to work together in places and with communities, so that people can access what they need to look after their health and wellbeing throughout their life.

Working with the MLCO's Neighbourhood Partnership Approach, Bringing Services Together will help to join up local plans and geographies. This work will help to ensure that the Early Help approach is embedded in neighbourhoods and delivered as locally as possible. The MLCO is currently developing their Early Help for Adults offer in Manchester. Through Bringing Services Together and continuous engagement with the MLCO, the two strategies will align and work together to provide a complete offer for both Families and Adults.

7. 'How do we know we have been successful'?

An Early Help Impact Map

Context

The Impact Map describes how Early Help should be implemented, delivered and measured in Manchester to better evidence the impact on children, young people and families. Our Early Help approach will provide families with the tools to resolve problems as soon as they start to emerge as evidence shows that children's experiences in childhood can affect their whole life. This Impact Map is designed to evidence how successful our offer of early help is in achieving the four priorities of the Early Help Strategy and the Children and Young People Plan (Our Manchester, Our Children): **safe, happy, healthy and successful**.

Reporting & Evaluating

The **outputs** described below will be reported regularly (monthly or bi-monthly) for performance management purposes.

Reporting quarterly on the **intended outcomes** will allow Early Help performance data to be measured against the priorities for our families to be **Safe, Happy, Healthy and Successful**. The Impact Map will assist in better evidencing yearly the **impact** of an Early Help approach across the city

Rationale

- To act sooner to tackle emerging problems for children, young people and families or with the population most at risk of developing problems by delivering a family centred early help approach

- To improve the quality of our Early Help approach to ensure families are **safe, happy, healthy and successful**.

- To measure the outcomes and impact of our Early Help approach in Manchester

Inputs

- Early Help Hubs
- Greater Manchester Police
- Youth Offending Service
- ALL Schools
- Manchester City Council Early Help Practitioners.
- Acute & Community Health Providers incl CAMHS, GP's etc.
- Registered Providers
- Early Years
- Multi Agency Safeguarding Hub/Social Work
- Greater Manchester Fire and Rescue Service
- VCSE sector
- Commissioned services - Targeted Youth Support Service
- Families - parents and children

Activities

- Promote parental and child participation in the delivery and design of the Early Help journey, including capturing their voices and lived experiences
- Promoting an accessible and visible offer of early help through effective delivery and communication of the Early Help Strategy
- Utilising technology so families and the partnership can access relevant information, resources and support
- Promoting quality conversations with families and partners by embedding strength based and Signs of Safety models.
- Workforce Development Plan to promote early help behaviours and culture
- Use of EHA to ensure families are at the centre of their own plan in supporting the family's needs.
- Strong multi agency working including co-location of partners in community settings, including the EH Hubs
- Promote a targeted/specialist offer for specific groups including Children with SEND, NEET, mental health needs, drug and alcohol issues and young carers

Outputs

- Number of families engaged and completing feedback/survey
- Number of families and professionals accessing Help and Support Manchester
- Number of Early Help Assessments registered & completed
- Number of requests for targeted and specialist support
- Number of families accessing support, interventions or services.
- Number of families stepped down from social work
- Number of families escalated to social work or specialist services

Intended Outcomes

Be Safe:

- Reduction in repeat Police call outs
- Reduction in ASB and bullying
- Reduction in demand for statutory social care through a good offer of early help
- Reduced incidence of Domestic Violence

Be Happy:

- Improve school attendance (particular focus on Secondary school)
- Increased number of families accessing local resources, universal services and self-help support
- Improve family experience of Early Help offer (e.g were they listened too, whole family approach, one worker etc)

Be Healthy:

- Increase number of children who are school ready:
 - Increase in the % achieving good level of development at EY Foundation Stage
 - Reduction in rate of children u-10 who are admitted to hospital with tooth decay
 - Increased 9 months and 2 years checks (stages 4 & 5 of Early Years Delivery Model)
- Increased number of families with positive relationship
- Increase number of families living in stable housing

Be Successful:

- Increased levels of attainment at Key Stage 2 & Key Stage 4
- Reduce the number of young people who are NEET
- Increase the number of families in employment

Impacts

Children, young people and families are :

- **Safe**
- **Happy**
- **Healthy**
- **Successful**

Children, Young People and families at the centre of an Early Help approach

Annex 1: Strategic Fit

The Early Help Strategy is intrinsically linked to the aims and priorities of many strategies and documents. The following have informed the development of the Early Help strategic approach

- 'Our Manchester, Our Children'- Children & Young People's Plan
- 'Our Manchester' The Manchester Strategy
- Homeless Strategy
- Manchester's Reform Plan
- GMCA's Early Intervention & Prevention Strategy
- GMCA Mayoral Priorities
- Manchester's Community Safety Partnership Strategy
- Young Carers Strategy
- Family Poverty Strategy
- Manchester State of the VCSE Sector 2017
- State of the City
- Joint Strategic Needs Assessment

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 4 September 2018

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Items for information
- Work Programme

Recommendation

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

Contact Officer:

Name: Rachel McKeon
Position: Scrutiny Support Officer
Tel: 0161 234 4997
Email: rachel.mckeon@manchester.gov.uk

Wards Affected: All

Background Documents (available for public inspection):

None

1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee, responses to them, if they will be implemented, and if it will be, how this will be done.

Date	Item	Recommendation	Action	Contact Officer
5 September 2017	CYP/17/40 School Place Planning and Admissions	To request further information on the number of siblings who have been allocated places at different schools.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Michelle Devine, Interim Head of Access
5 September 2017	CYP/17/41 School Governance Update	To recommend that the Council work to increase recruitment of school governors who reflected the diversity of the local community.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Ruth Bradbury, School Governance Lead
5 December 2017	CYP/17/64 Update on Manchester's implementation of the Special Educational Needs and Disability (SEND) reforms introduced in 2014	To request a breakdown of the ethnicity of children with SEND and of the children with SEND who were excluded from school.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education/ Julie Hicklin, SEND Lead

2 January 2018	CYP/18/02 Re-inspection of services for children in need of help and protection, children looked after and care leavers	To recommend that the Communities and Equalities Scrutiny Committee and the Children and Young People Scrutiny Committee jointly consider domestic abuse, in particular the issue raised in the Ofsted report, during the next municipal year, and to note that this will also be discussed at a meeting of the Corporate Parenting Panel.	A response to this recommendation will be incorporated into the presentation on the Children's Services Scorecard (Proxy Indicators) submitted to the Committee's 4 September 2018 meeting. This information will also be included in the report on Domestic Abuse which is due to be considered at the Communities and Equalities Scrutiny Committee's meeting on 6 September 2018.	Rachel McKeon, Scrutiny Support Officer
27 February 2018	CYP/18/14 Update on School Exclusions	To request that the Director of Education share school-level data on exclusions with the Chair.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education
27 February 2018	CYP/18/16 The Employment of Children	To request that the Council carry out a social media campaign to raise awareness of the legislation relating to child employment.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education
17 July 2018	CYP/18/37 School System	To invite Vicky Beer, the Regional Schools Commissioner, and Damian Hinds, the Secretary of State for Education, to a future Committee meeting.	Invitations were sent to Vicky Beer and Damian Hinds on 24 July 2018.	Rachel McKeon, Scrutiny Support Officer

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **16 August 2018** containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Register of Key Decisions:

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents that will be considered	Contact officer details
Capital Investment in schools Ref: 2016/02/01D	The approval of capital expenditure in relation to the creation of school places through new builds or expansions.	City Treasurer	January 2018 or later	Checkpoint 4 Business Case	Amanda Corcoran 0161 234 4314 a.corcoran@manchester.gov.uk
Organisation of Special Educational	Agree to a prescribed alteration to Rodney House	The Executive	March 2018 or later	Report outlining proposals. Outcomes of	Amanda Corcoran Interim Director of Education 0161 234 1866

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents that will be considered	Contact officer details
Needs provision Ref: 2016/06/28	school to change designated age range and number of places. Agree to proposed changes to Sensory Services following consultation.			consultation process.	a.corcoran@manchester.gov.uk
School Place Planning Report Ref: 2018/04/16A	Approval on the strategy and spend options for the 19/20 basic need allocation	Executive	May 2018	Children and Young People Scrutiny report	Name:Amanda Corcoran Position:Director of Education Tel no:234 4314 Email address:a.corcoran@manchester.gov.uk
Looked After Children Investment Fund Ref: 2016/03/16B	To approve the continued draw down from the Looked After Children Investment Fund as required throughout 2016/17.	Chief Executive in consultation with the City Treasurer	March 2018 or later	Not Applicable	Paul Marshall 0161 234 3804 paul.marshall@manchester.gov.uk Simon Finch 0161 234 5016 s.finch@manchester.gov.uk
Leaving Care Services Ref: 2018/03/21B	It is resolved for MCC to decommission the current 3rd party contract and establish a 'Wholly Owned Trading Company' to deliver	The Executive	30/5/18	Report, supporting documents and recommendations	Name: Paul Marshall Position: Strategic Director Tel no: 0161 234 3804 Email address: paul.marshall@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents that will be considered	Contact officer details
	Leaving Care Services.				
Children and Young People Foster Care Flexible Purchasing System Ref: 2018/05/1D	Approval to use the North West FPS for the delivery of Foster Care services	Strategic Director of Children's Services	May 2018	Contract Report and recommendation	Mike Worsley Procurement Manager Tel: 0161 234 3080 Email: mike.worsley@manchester.gov.uk
Children's Residential Care Flexible Purchasing System 2018/08/01A	Approval to use the North west FPS for the delivery of Residential Care for Children	Strategic Director of Children's Services	August 2018	Contract Report and Recommendation	Mike Worsley, Procurement Manager, Tel: 0161 234 3080 Email: mike.worsley@manchester.gov.uk
Contract for the Provision of Housing Related Support for Young People, Homelessness and Drug and Alcohol Services	The appointment of Provider to deliver	Executive Director Strategic Commissioning and Director of Adult Social Services	December 2018	Report & Recommendation	Mike Worsley Procurement Manager mike.worsley@manchester.gov.uk 0161 234 3080

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents that will be considered	Contact officer details
2018/08/16B					

**Children and Young People Scrutiny Committee
Work Programme – September 2018**

Tuesday 4 September 2018, 2.00pm (Report deadline Wednesday 22 August 2018)				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Children and Young People's Health, including Mental Health	To receive a report on transformation work in relation to children and young people's health services, with a focus on mental health. To include examples of the improvements the transformation work on mental health services has made at the individual child level.	Councillor Craig Councillor Bridges	David Regan/Paul Marshall /Professor Craig Harris, Manchester Health and Care Commissionin g (MHCC)	See December 2016 minutes Invite Chair of Health Scrutiny Committee and Mental Health Champion
Early Help	To receive an update report on Early Help. To include a response to the Committee's recommendation that information on any resistance from individual schools be circulated to members and that schools which are positively engaging with Early Help be promoted as an example to others.	Councillor Bridges	Paul Marshall/ Julie Heslop	See July 2016 minutes
Children's Services Scorecard (Proxy Indicators)	To receive a presentation which provides proxy indicators on progress to improve children's services.	Councillor Bridges	Paul Marshall/ Sean McKendrick	See June 2018 minutes
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Rachel McKeon	

Tuesday 9 October 2018, 2.00pm (Report deadline Thursday 27 September 2018)				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Manchester Safeguarding Children Board (MSCB)	To receive the MSCB's Annual Report.	Councillor Bridges	Paul Marshall / Julia Stephens-Row	
Leaving Care Service	To receive a report on the establishment of the Wholly Owned Trading Company (WOTC).	Councillor Bridges	Paul Marshall	See June 2018 minutes
Independent Reviewing Officer (IRO) Service	To receive a presentation on the IRO service.	Councillor Bridges	Paul Marshall	
Manchester Curriculum for Life	To receive oral feedback on the pilot.	Councillor Rahman	Amanda Corcoran	See July 2018 minutes
Attainment and Attendance – Provisional Results Overview Report	To receive provisional outcomes of statutory assessments for 2018.	Councillor Rahman	Amanda Corcoran	
		-	Rachel McKeon	

Items To be Scheduled				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Annual Adoption and Fostering report	To receive a report on the Council's performance in relation to its adoption and fostering services	Councillor Bridges	Paul Marshall	
Changes to Lancasterian Sensory Support Service	To receive a further report in a year's time in order to monitor the impact of the changes.	Councillor Rahman	Amanda Corcoran	See February 2017 minutes
Children and Young	To receive a further report at an appropriate time, to	Councillor	Paul Marshall	See October

People's Plan	include a 'plan on a page'.	Bridges		2016 minutes
Children's Health – Obesity and Malnutrition	To receive a report on the issue of public health investment in addressing childhood obesity and malnutrition.	Councillor Craig Councillor Bridges	David Regan/Sarah Doran/Paul Marshall	See June 2018 Audit Committee minutes
Complex Safeguarding/Protect report	To receive a report on the Council's Complex Safeguarding service.	Councillor Bridges	Paul Marshall	
Early Years	To receive a quarterly update. Next update to report on the Early Years Delivery Model, focusing on the Health Visitor programme.	Councillor Bridges	Amanda Corcoran	See 2 January 2018 minutes
Edge of Care Services	To receive a report on the range of approaches used to support children and young people on the edge of care, to include the context, anonymised case studies and information on value for money.	Councillor Bridges	Paul Marshall/ Sean McKendrick	See December 2017 minutes
Foster Care	To receive a further report at an appropriate time, to include information on the success of the Council's fostering service's recruitment and retention activity and an update on the number of children for whom the Council have secured a 'permanent' placement. To update Members on the issues raised by Manchester Foster Care Association, where appropriate.	Councillor Bridges	Paul Marshall/Sean McKendrick	See November 2017 minutes
Greater Manchester Review of Children's Services	To receive a further report which provides more information on the proposals for Greater Manchester Children's Services, the Children and Families Bill and the Alan Wood review of LSCB, including the implications for Manchester City Council.	Councillor Bridges	Paul Marshall	See 31 January 2017 minutes
Leaving Care Service	To receive a report in March 2019 on the impact of the Wholly Owned Trading Company (WOTC) which provides the Leaving Care Service.	Councillor Bridges	Paul Marshall	March 2019 - TBC See June 2018 minutes

Locality Plan	To receive a report on the Locality Plan as it relates to services for children and young people, including Child and Adolescent Mental Health Services.	Councillor Bridges Councillor Craig	Paul Marshall	See November 2016 minutes Invite Chair of Health Scrutiny Committee
Looked After Children and Care Leavers Placement Sufficiency Strategy Review	To request a further report in the 2018/2019 municipal year to update on progress and impact. To request that this report includes consideration of the reasons why the number of LAC is increasing in Manchester and nationally and information on the placement of sibling groups.	Councillor Bridges	Paul Marshall/Sean McKendrick	See May 2018 minutes
Looked After Children (LAC) and Corporate Parenting	To receive an annual report on the work of the Corporate Parenting Panel. To include an update on recent developments in respect of LAC and corporate parenting. To include the future role/best use of existing children's homes including best practice within other local authorities and models of practice.	Councillor Bridges	Paul Marshall / Linda Evans	See May 2018 minutes
Looked After Children (LAC) Investment Plan budget	To receive a quarterly update.	Councillor Bridges Councillor Flanagan	Paul Marshall /Simon Finch	Invite Resources and Governance Scrutiny Chair
Manchester Curriculum for Life	To receive an update report in 12 months' time.	Councillor Rahman	Amanda Corcoran	See July 2018 minutes Invite Chair of Economy Scrutiny Committee
Manchester Safeguarding Children Board (MSCB)	To receive the MSCB's Annual Report.	Councillor Bridges	Paul Marshall / Julia Stephens-Row	
Post Ofsted	Regular reports provided by the Strategic Director for	Councillor	Paul Marshall/	See

Improvement Plan Update	Children's Services detailing action taken as part of the Ofsted Improvement Plan. An update is currently received at each meeting. Updates will be aligned to themes within the Improvement Plan. Future content of reports will include: Corporate Parenting and LAC, Safeguarding, Fostering and Adoption, Quality of Practice (including a breakdown of the cases which have 'not met' practice standards, including case studies if appropriate) and Missing from Home. To also include an update on the progress and impact of the Getting to Good Board and its priorities. To receive a report outlining the impact of the actions in relation to the following Ofsted recommendation: "Monitor and improve the frequency and quality of management oversight and supervision in all teams. Ensure that supervision is regular, reflective and challenging, and that managers record the rationale for their decisions."	Bridges	Linda Evans	September 2017, 30 January 2018 and May 2018 minutes.
Proxy Indicators	To receive quarterly presentations of the proxy indicators outlined in the report considered by the Committee in June 2018 and to request that these presentations also include information on school attendance and exclusions.	Councillor Bridges Councillor Rahman	Paul Marshall/ Sean McKendrick/ Amanda Corcoran	See June 2018 minutes
Raising Standards of Practice in Children's Social Care	To receive an update report.	Councillor Bridges	Paul Marshall	See September 2016 minutes
Safeguarding	Regular reports provided by the Strategic Director for Children's Services, three a year. Future content to include: <ul style="list-style-type: none"> • Working together • Sex education in schools, safeguarding risks of access to internet porn, internet bullying 	Councillor Bridges	Paul Marshall / Linda Evans	See July 2017 and February 2018 minutes

	<ul style="list-style-type: none"> • Feedback of action from lifestyle choices • Information on multi-agency work to disrupt and enforce against activities leading to Child Sexual Exploitation (CSE) • Safeguarding children in sport 			
School Attendance and Attainment	To receive regular reports regarding attainment and attendance. To include information on the use of flexi-schooling in Manchester and on children who are not included in the school attendance figures because they are waiting for a school place or are being home schooled.	Councillor Rahman	Amanda Corcoran	See 30 January 2018 minutes
School Calendar	To receive a report on progress to better align school calendars for 2018/2019.	Councillor Rahman	Amanda Corcoran	See June 2016 minutes
School Exclusions	To receive further information on work to reduce the number of school exclusions, including the national review.	Councillor Rahman	Amanda Corcoran	See June 2018 minutes
School Improvement	To receive a report on how schools can achieve success through the schools workforce. To include information on the recruitment and retention of quality and qualified teaching staff in both the primary and secondary sectors.	Councillor Rahman	Amanda Corcoran	Invite Head Teachers
Sport and Active Lifestyles for Children and Young People	To receive a further report to include a review of the data from the 2017/2018 academic year.	Councillor Bridges Councillor Rahman	Amanda Corcoran/ David Regan/Lee Preston/Neil Fairlamb	See December 2017 minutes Invite Chair of Communities and Equalities Scrutiny Committee
Working Together to Safeguard Children	To consider Edwina Grant's discussion paper on future arrangements for working together to safeguard children at a future meeting.	Councillor Bridges	Paul Marshall	See 30 January 2018 minutes

Young Carers	To receive a report on Young Carers.	Councillor Bridges	Amanda Corcoran	See 30 January 2018 minutes
Youth and Play Trust	To review progress, including information on the transition arrangements for the hubs. To receive an update on the response to the recommendations of the Youth and Play Task and Finish Group.	Councillor Bridges Councillor Rahman	Amanda Corcoran	See December 2015 & February 2016 minutes