



Children and Young People Scrutiny Committee

Date: Wednesday, 13 January 2021
Time: 10.00 am
Venue: Virtual meeting - Webcast at
<https://vimeo.com/event/586604>

Advice to the Public

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Under the provisions of these regulations the location where a meeting is held can include reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

To attend this meeting it can be watched live as a webcast. The recording of the webcast will also be available for viewing after the meeting has concluded.

Membership of the Children and Young People Scrutiny Committee

Councillors –

Abdullatif, Sameem Ali, Alijah, Chohan, Cooley, Hewitson, Kilpatrick, Lovecy, McHale, Madeleine Monaghan, Reeves, Reid, Sadler, Stone (Chair) and Wilson

Co-opted Members -

Ms S Barnwell, Ms Z Derraz, Mr L Duffy, Ms J Fleet and Mrs J Miles

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

7 - 14

To approve as a correct record the minutes of the meeting held on 2 December 2020.

5. Children and Education Services Budget 2021/22

15 - 48

Report of the Strategic Director of Children and Education Services

This report outlines the financial management and leadership of the Directorate's budget, the financial position which includes demography, growth of demand and a series of savings options proposed by officers aligned to the remit of the Children and Young People Scrutiny Committee to contribute to the Council's duty to achieve a balanced budget in 2021/22. The report also sets out the impact the options will have on residents and the workforce.

The Council's budget proposals for 2021/22 and onwards will be subject to further refinement following feedback from public consultation and scrutiny committees. Final budget proposals will be made to Scrutiny and Executive in February 2021.

6. Update on Schools and Their Response to COVID-19

49 - 66

Report to the Director of Education

This report provides a further update on the impact of COVID on schools in the city and how this has been responded to during the

Autumn term 2020. This includes an overview of remote learning which is provided by our schools when pupils are required to self-isolate. The report provides an update on how the COVID winter grant was used to make provision over Christmas for children and young people eligible for free school meals and also summarises recent guidance for schools from the Government on summer term assessment, remote learning and testing. Finally, the report provides some information on plans to develop testing in schools during the spring term.

- 7. Our Manchester Strategy Reset - Draft Strategy** 67 - 80
Report of the Strategic Director of Children and Education Services

This report provides an update on the draft *Our Manchester Strategy – Forward to 2025* reset document. A draft of the reset Strategy is appended to this report.

- 8. Overview Report** 81 - 90
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 decisionmakers 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 – Vacant
- Representative of the Diocese of Salford – Mrs Julie Miles
- Parent governor representative – Ms Samantha Barnwell
- Parent governor representative – Vacant
- Parent governor representative – Ms Zainab Derraz
- Secondary sector teacher representative – Mr Liam Duffy
- Primary sector teacher representative – Ms Joanne Fleet
-

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.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public.

Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk

Smoking is not allowed in Council buildings.

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Chief Executive
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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 **Tuesday, 5 January 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

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Children and Young People Scrutiny Committee

Minutes of the meeting held on 2 December 2020

This Scrutiny meeting was conducted via Zoom, in accordance with the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Present:

Councillor Stone – in the Chair
Councillors Sameem Ali, Chohan, Cooley, Hewitson, Kilpatrick, Lovecy, Madeleine Monaghan, Reeves, Reid and Wilson

Co-opted Voting Members:

Ms S Barnwell, Parent Governor Representative
Ms Z Derraz, Parent Governor Representative

Co-opted Non Voting Members:

Mr L Duffy, Secondary Sector Teacher Representative
Ms J Fleet, Primary Sector Teacher Representative

Also present:

Councillor Bridges, Executive Member for Children and Schools
Councillor Rahman, Executive Member for Skills, Culture and Leisure
Tracey Forster, Health Visiting, Vulnerable Babies and Community Health Services
Lisa Sanchez, Health Visiting, Vulnerable Babies and Community Health Services

Apologies:

Councillors Abdullatif, Alijah and McHale

CYP/20/49 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 4 November 2020.

CYP/20/50 Early Years

The Committee received a presentation of the Strategic Head of Early Help, the Early Years Strategic Lead and Tracey Forster, Lead Manager, Health Visiting, Vulnerable Babies and Community Health Services. The presentation provided a progress update on the priorities and delivery from Early Years and partners during the coronavirus pandemic.

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

- Strategic priorities;

- The impact of the pandemic on Early Years settings;
- The financial impact of the pandemic;
- The Early Years Service's response to the pandemic;
- The performance and impact of the Speech and Language Pathway;
- The performance and impact of the Parenting Pathway;
- Work to support school readiness; and
- The Health Visiting Service, including its performance and its response to the pandemic.

The Chair clarified that the budget savings referred to in the presentation slides were officer proposals at this stage.

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

- To praise the way that the services had adapted in response to the challenges presented by the pandemic, as well as the impact and outcomes of their work, which had been outlined in the presentation;
- How many Black, Asian and Minority Ethnic (BAME) families had the service been in contact with regarding speech and language support;
- To note from the presentation that 120 daycare settings were open and to ask how many settings there were in Manchester in total;
- The challenges that new parents were experiencing during the pandemic; and
- The limitations of health visitors only speaking to parents on the telephone rather than seeing them and whether any alternatives were being used, for example, Zoom meetings.

The Early Years Strategic Lead clarified that 120 daycare settings were now open, out of a total of 130 settings. She reported that uptake of daycare places was being monitored on a weekly basis and that this was 20% lower than the previous year, which was due to parental choice and fear of perceived risks. In response to the question about BAME families and speech and language support, she advised that she did not have the figures to hand but could provide this information outside of the meeting. She outlined how the Early Years Service had responded to the needs of new parents during the pandemic, including baby groups, which had been taking place since September 2020, outreach work and projects with partners, such as work with Manchester Art Gallery to provide sensory boxes.

Tracey Forster agreed that, where possible, face-to-face contact was best for health visiting. She reported that most contacts had been swapped to telephone contact during the pandemic but that the option of appointment-only clinics had been retained and that staff had Personal Protective Equipment (PPE) to carry out home visits, where this was needed. She informed Members that the service could also use online video meetings to speak to families but that this was not been heavily used, although it had proved useful for observing and providing advice on feeding. She advised that telephone contact had been the main means of contact during lockdown but that health visitors had made a note of families where they felt that face-to-face contact would be most beneficial and, from June onwards, those families had been prioritised to receive home visits or to be invited in for a clinic-based appointment. She advised that families who were not known to the service, for example, families

who had recently moved into the city and first-time parents, had been prioritised for these face-to-face contacts.

Decision

To thank Manchester's health visitors for the excellent work they are doing and to thank everyone involved in the Early Years work for their contribution.

[Ms Barnwell declared a personal interest as a Member of Manchester Parents Forum]

CYP/20/51 Early Help Evaluation (2015 - 2020)

The Committee received a report and presentation of the Strategic Director of Children and Education Services which provided an overview of the Early Help evaluation and its findings.

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

- Presenting needs of families that had been worked with;
- Evidence that support had led to reduced needs; and
- How investment in Early Help and a 'whole family' way of working could help support wider city priorities and strategies.

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

- To welcome the preventative approach being taken and the impact that had been made, in particular the number of children kept out of care;
- The difficulty in demonstrating what a preventative approach had achieved;
- The financial impact of the pandemic on families and what work was being done, including to help families who could become at risk of homelessness due to rent arrears;
- The availability of parenting classes during the pandemic;
- Whether the Early Help Hubs had connections with local food banks; and
- Whether Early Help was working with housing providers.

The Strategic Head of Early Help informed Members that work was taking place at a Manchester and Greater Manchester level to prevent and alleviate homelessness. She outlined the support available to families in rent arrears or experiencing other financial difficulties, including provision of advice on benefit entitlement and on debts, as well as work on gambling harm reduction, which had become an area of increasing concern during the pandemic.

The Strategic Head of Early Help reported that there was a high demand for parenting support and this was being provided through a range of means including online parenting support, one-to-one support, interactive video guides, a telephone helpline and small socially distanced parenting classes in Sure Start centres. She reported that there were a number of food clubs which were based at Sure Start

centres and that the three locality-based Early Help Hubs were well-connected with local food banks, although she would welcome the opportunity to expand those links.

The Strategic Head of Early Help advised that evaluations and feedback from families were used to demonstrate the value of investing in preventative work which would improve outcomes for families and result in savings later on. In response to a Member's question, the Early Help Project Manager explained that police data about offences relating to a particular address in the 12 months prior to an intervention and in the following 12 months demonstrated the impact of this work in reducing offences.

The Executive Member for Children and Schools advised that the evidence presented demonstrated that it had been a good decision to continue with the early intervention work and, in response to Members' comments, he suggested that in future it would be useful to clearly articulate the savings from this work in the evaluation.

In response to a Member's question, the Early Help Project Manager offered to provide information on the number of families concerned, in relation to the data on areas of the city and the sustainability of impacts, as only percentages had been provided. The Chair requested that he send this to the Scrutiny Support Officer for circulation to all Members of the Committee. In response to a question from another Member, the Early Help Project Manager advised that officers would look at analysing data broken down by sex and ethnicity.

The Strategic Head of Early Help informed Members that registered housing providers were a key partner in Early Help but that stronger connections were needed with the private rented sector. She reported that she would take this issue to the next partnership board meeting.

Decisions

1. To recognise the success of Early Help.
2. To ask officers to consider how Councillors could help with this work and to circulate a note to the Committee Members on this.
3. To request that the Early Help Project Manager provide information on the number of families, in relation to the presentation slides on areas of the city and the sustainability of impacts.

CYP/20/52 Children and Education Services Proxy Indicators March 2020 - October 2020

The Committee received a presentation of the Deputy Director of Children's Services and the Strategic Lead (SEND and School Improvement) which provided proxy indicators in relation to the performance of Children and Education Services.

The Deputy Director of Children's Services referred to the main points and themes within the presentation, which included:

- The rate of Children in Need;
- The rate of Child Protection Plans (CPP) and the percentage of children required a second or subsequent CPP; and
- Average Social Worker caseloads.

The Strategic Lead (SEND and School Improvement) provided an overview of the education data within the presentation. She also informed Members about changes to the way school attendance was being recorded, which meant that the attendance figures could not be directly compared to the previous figures. She reported that the Department for Education (DfE) had introduced a new attendance code of 'X', which was used if a pupil was self-isolating or a group of pupils had been sent home due to a COVID-19 case within the group. If a pupil tested positive for COVID-19, she advised that they would then be classed as 'I' for ill. She reported that pupils with the 'X' code were not classed as either present or absent so were excluded from the overall attendance figures. Therefore, she informed Members, while the school attendance rate was 94% overall, only 84% of pupils were present in school.

The Executive Member for Children and Schools informed Members that he had written to the Secretary of State, recommending that national assessments should not take place next year and should be replaced by teachers' assessments, as some pupils had been required to spend a number of weeks self-isolating while other pupils had not been affected by this. He expressed concern that Manchester children could be disproportionately affected compared to pupils in areas with lower infection rates and also that pupils from less privileged backgrounds would have already been disadvantaged when studying at home during the first lockdown. In response to a question from the Chair, the Executive Member stated that he had not yet received a response to his letter. A Member advised that it was important for Members to lobby on this issue.

A Member commented that, while social workers' caseloads had increased recently, they were still a significant improvement on the situation a few years ago.

In response to a Member's question, the Deputy Director of Children's Services advised that there was no comparator data available on Children Missing from Home.

In response to a Member's question, the Director of Education advised that the Children Missing from Education referred to in the presentation slides were children whose families had recently applied for a school place, as new families were moving into the area all the time, and they were still in the process of being offered a school place. She advised that some children were offered places through the In Year Fair Access Protocol and, for others, the School Admissions Team would look for the most suitable vacancy for a maximum of four weeks before offering a place. She also advised that, where a child had an Education Health and Care Plan (EHCP), her service had to consult with the school prior to offering the place.

Decision

To thank officers for the presentation.

CYP/20/53 Holiday Provision Evaluation

The Committee received a report of the Strategic Director of Neighbourhoods and the Strategic Director of Children and Education Services which provided an evaluation of the summer and half term offer following the agreed proposal to enhance the offer during the COVID-19 pandemic. The report stated that all youth providers were working alongside young people to understand what impact their lives had on the environment.

The main points and themes within the report included:

- The objectives of the summer and half term offer;
- Its implementation;
- Statistics on the sessions and attendees;
- Outcomes;
- Holiday hunger;
- Young people's feedback; and
- Next steps.

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

- To welcome the focused, targeted offer that had been made available to young people;
- To request a ward breakdown of the take-up of these activities; and
- Would there be any activities over the Christmas holidays for children with Special Educational Needs and Disability (SEND).

The Head of Youth Strategy and Engagement advised that every ward, with the exception of the city centre wards, had had provision available on most days and that she would provide Members with the requested information. She reported that all providers were now asked to make their provision inclusive of children with SEND and that officers had worked with providers to ensure they understood how to do this, although some activities specifically for this group had been provided at Debdale Outdoor Centre. She reported that she was currently working with Manchester Active and Greenwich Leisure Limited (GLL) on an offer for the Christmas period and that she would share this with the Committee. The Chair praised the provision for children with SEND at Debdale Outdoor Centre.

Decisions

1. To thank everyone involved in this work.
2. To note that the Head of Youth Strategy and Engagement will share with Committee Members a ward breakdown of take-up of the holiday provision and the offer for the Christmas period, once this has been finalised.

CYP/20/54 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 and agree the work programme.

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Manchester City Council Report for Resolution

Report to: Children and Young People Scrutiny Committee – 13 January 2021
Executive – 20 January 2021

Subject: Children and Education Services Budget 2021/22

Report of: Strategic Director for Children and Education Services

Summary

As reported to the Executive on the 16th October 2020 it is anticipated the implications of COVID-19 will have a significant impact on the Council's finances. As a result of additional demand for services and impact on the Council's income (as set out in the November reports to Executive and scrutiny committees) the Council is facing a significant budget gap for 2021/22 onwards. Funding announcements in the government's spending review on 25 November and provisional local government finance settlement on 17th December suggest the Council will not be facing the worst-case scenario for 21/22, which was a shortfall of around £100m. It is now expected that savings in the region of £50m, as previously identified, will be sufficient. The report of the Deputy Chief Executive and City Treasurer, to Resources and Governance Scrutiny Committee 12 January provides an update on the finance settlement.

This report which for ease of reference is structured as follows;

Section 1	Introduction
Section 2	Background and context
Section 3	Directorate Budget Approach
Section 4	Directorate Revenue Budget 2021/22 and Proposed Savings
Section 5	Changes to the report since November Scrutiny Meeting
Section 6	Impact on Workforce and Residents
Section 7	Summary
Section 8	Next Steps

This report outlines the financial management and leadership of the Directorate's budget, the financial position which includes demography, growth of demand and a series of savings options proposed by officers aligned to the remit of the Children and Young People Scrutiny Committee to contribute to the Council's duty to achieve a balanced budget in 2021/22. The report also sets out the impact the options will have on residents and the workforce.

The Council's budget proposals for 2021/22 and onwards will be subject to further refinement following feedback from public consultation and scrutiny committees. Final budget proposals will be made to Scrutiny and Executive in February 2021.

Recommendations

Scrutiny Committee members are asked to consider the content of this report and comment on the propositions, challenges, priorities and opportunities which are outlined throughout the body of the report.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable):

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

The report reflects the fact that the Council has declared a climate emergency by making carbon reduction a key consideration in the Council's planning and budget proposals.

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Effective Children and Education Services are critical to ensuring our children are afforded opportunities and supported to connect and contribute to the city's sustainability and growth.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Ensuring children and young people are supported and afforded the opportunity to access and achieve in the City; empowered and supported by the delivery of a strong and cohesive system that works for all children.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Improving education and social care services that are connected to the wider partnership build the resilience of children and families needed to achieve their potential and be integrated into their communities
A liveable and low carbon city: a destination of choice to live, visit, work	Improving outcomes for the children and families across the City, helps build and develop whole communities and increases the liability of the City

A connected city: world class infrastructure and connectivity to drive growth	Successful services support successful families who are able to deliver continuing growth in the City
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Full details are in the body of the report, along with implications for:

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences for the Capital and Revenue Budgets:

The report contains draft savings options, for comment, prior to a draft budget Report being prepared for the Council's Executive due to sit in January 2021. The draft options for 2021/22 total £12.656m, of which £2,611m are not recurrent. The non-recurrent savings to smooth out transition to reductions in budget. Over 2021/22-2024/25 in total £11.295m of recurrent savings planned to be delivered. Most of these options are deemed to be deliverable and there is a level of confidence that most of the options are "the right thing to do" and have been developed in line with the Directorate budget strategy.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents

are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Children and Education Services Budget 2021/22 – Children and Young People Scrutiny 4th November 2020

Children and Education Services Business Planning: 2019-2020, Executive 13th February 2019

Annual report on Special Educational Needs and Disability (SEND) - Children and Young People Scrutiny Committee - 4 March 2020

Attainment and Progress 2019 - Children and Young People Scrutiny Committee – 24 June 2020

Council Business Plan 2020/21 - Executive - 12 February 2020

1.0 INTRODUCTION

- 1.1 Manchester City Council has been at the forefront of the response to the coronavirus pandemic in the City. As a result of additional demand for services and impact on the Council income were set out in the November reports to Executive and scrutiny committees the Council is facing a significant funding gap for 2021/22 onwards. Announcements of one-off funding in the Government's spending review on 25 November 2020 suggest the Council will not be facing the worst-case scenario for 2021/22, which was a shortfall of approximately £100m. The details of the financial settlement for Manchester City Council at the time of writing are not yet known. However, it is now expected that savings in the region of £50m, as previously identified, will be sufficient. The report of the Deputy Chief Executive and City Treasurer, to Resources and Governance Scrutiny Committee 2 January 2021 provides an update on the finance settlement and financial context for 2021/22.
- 1.2 With the likely scale of funding pressures and future resource reductions, it is important that the Council holds a robust position on reserves and maintains the ability to deal with issues that arise during the financial year.
- 1.3 This report has taken into consideration the observations and feedback from Scrutiny Committee Members during the meeting held in November 2020 and provides the draft 2021/22 revenue budget options for the Children and Education Services Directorate. The proposed officer budget options follow a comprehensive review across all service areas in order to ensure that the existing budgets are realistic and sufficient to ensure that the service area can deliver its objectives and contribute to the Corporate Plan priorities during and the pandemic and managing the impact of the longer term consequences once the pandemic is controlled. The budget strategy is intelligence led, reflects the Directorate priorities that aim to work within existing economies of scale to strengthen partnerships and deliver services local, place based services on a city wide, locality and neighbourhood footprint. This delivery model includes collaborating and working in partnership with Manchester Local Care Organisation (MLCO); is aligned with the Council's Bringing Services Together arrangements and scrutiny from Manchester's Safeguarding Partnership (MSP). The draft budget for 2021/22 also makes proposals for £6.027m of growth demography to ensure there is sufficient resources to meet the care and placement needs of those children who are looked after by the Council.
- 1.4 Set out in this report are a series of proposed savings and relevant information relating to the Children and Education Services Directorate to assist Committee Members in their considerations. **Appendix 1 attached to this report is a summary of the proposed savings schedule.** The proposed savings options outlined in this report have been assessed by officers for their deliverability and impact. In addition, the summary savings schedule is supported with a risk or RAG (Red /Amber /Green) rating.
- 1.5 The proposals have also been considered by Executive Members who are keen that all the identified options are set out so they can be considered and

consulted on. Since November's scrutiny committee the proposals have been subject to further refinement.

2.0 BACKGROUND AND CONTEXT

- 2.1 A key priority for Manchester City Council is to ensure that Manchester's children are safe, happy, healthy and successful; supported by services that are effective and efficient.
- 2.2 The Directorate also contributes to other corporate priorities, including supporting Manchester's Children and Young People to be healthy, well and safe (Healthy, cared for people), enabling clean, safe and vibrant neighbourhoods through promoting the welfare of young people (Neighbourhoods) and reducing demand through reform and enabling our workforce to be the best they can be (Well-managed Council). It also plays a leading role in ensuring our young people are equipped with the skills they need to benefit from the growth of the city (Growth that benefits everyone) and ensures there are sufficient and high-quality places in local schools and early years settings.
- 2.3 The priorities, guiding principles and behaviours of Our Manchester, run throughout all key strategies and approaches being taken forward in the city from the overarching Children and Young People's Plan (Our Manchester, Our Children) through to Early Help, Our Promise to Looked After Children and Care Leavers, All Age Disability Strategy, Youth Justice Plan, Valuing Young People and Young Carers Strategy; as well as contributing to other strategy/delivery plans to improve the experiences and outcomes for our children and young people.
- 2.4 The Directorate for Children and Education Services is responsible for the delivery of the following services:
 - Early Help
 - Early years
 - Education services
 - Special educational needs and disabilities (SEND) for 0-25 years
 - Children's social care services for children and their families
 - Statutory responsibilities for safeguarding, looked after children and young people, care leavers
 - Youth Justice Services
 - And a broad range of associated functions.
- 2.5 Manchester's population has continued to grow since the 2011 Census figure of 503,000, and our forecasts for population growth are estimating that by the mid-2020s the city of Manchester will have a population of circa 644,000, a 28% increase. This population growth is driven by the continued, and forecasted continuation, of economic growth. The annual school census completed in May 2019 identified 87,874 pupils attending Manchester Schools compared to 89,318 pupils in October 2020 – this snapshot shows growth of 1,444 pupils across the mainstream primary and secondary phases within a year.

- 2.6 Within the Manchester school population, the January 2020 census showed that 18% of pupils have Special Education Needs. This was made up of 14% who have their needs met at SEN Support level and 3.9% of the school population who have an Education, Health and Care plan (EHCP). The census shows that the number of pupils who have their needs met through SEN Support or an EHCP is increasing. The percentages of pupils at SEN Support level and EHCP are higher than the latest national comparison data. Manchester currently maintains 5,285 Education, health and care plans for children and young people up to age 25.
- 2.7 The basic level of unit funding for primary and secondary pupils in the Dedicated Schools Grant (DSG) has risen from £5,088 in 2014/15 to £5,362 in 2020/21, an increase of £274 per pupil in cash terms. However, when compared to the Retail Price Index (RPI) over the same period, it represents an actual real term reduction of around £680 per pupil. Similarly, for those children with SEND/high needs, which has seen funding for 2–18-year-olds increase from £615 to £753; an increase of £138 per child. When the retail price index is applied, this represents an increase in real terms as well, of approximately £4 per pupil over the period.
- 2.8 Following Ofsted's inspection in 2017 which judged Manchester's Children's Services to no longer be inadequate, the service has continued to make progress and improvements in the services provided. This is evidenced through the frequent reporting to Scrutiny Committee(s), alongside regular performance/assurances reporting, independent peer reviews and through Ofsted's focused visits in 2018 and more recently December 2019.
- 2.9 However, it is evidently clear in order for the service to continue to make improvement and for Manchester's Children's Services to be judged as 'good or better' by Ofsted, a key success factor is for there to be a stable, talented and confident workforce. Subsequently the Directorate launched in 2020 a five-year workforce strategy to sustain and continually improve Children Social Care Services. The strategy which has been scrutinised by Committee Members offers a range of incentives to specific groupings of roles which have proven difficult to recruit, retain and offer the foundation for the development of the services' future strategic leaders.

SUMMARY IMPACT OF CHILDREN AND EDUCATION SERVICES

Children Services

- 2.10 Since 2015/16 there has been significant progress in reducing the number of children placed in residential provision with an increase in those placed within internal foster care placements. In addition, there have been improvements in securing a 'permanent' arrangement for children through adoption and the increased number of Special Guardianship Orders (SGOs). There are 593 special guardianship orders at present, a 62% increase in the number of SGO's since 2015/16.
- 2.11 Implementation of a redesigned 'front door' to respond to requests for a Social

Care Service - the Advice and Guidance Service was developed to increase the access to social care expertise and deliver a more locality coordinated and efficient and proportionate Children's Social Care service. This contributed to a wider programme of reforms to enable "Practitioners working together in a locality, having conversations to agree effective, right and timely interventions resulting in positive change for our children to have safe, happy, healthy and successful lives; presented to Scrutiny Committee members in March 2020. The impact of these improvements was evidenced by the number of referrals made into the service reducing from 13,228 in 2017/18 11,174 in 2018/19 whilst at the same time overall reducing the rates of referrals to the service. Quality assurance measures are in place to scrutinise decisions made by staff in the three locality hubs.

- 2.12 In addition we have reduced the number of children and young people subject to child protection plans from 787 at the end of 2018/19 to 731 at the end of 2019/20 and increased the percentage of child protection conferences held within 15 days of the start of the Section 47 enquiry from 78.4% in 2017/18 to 88% in 2019/20.
- 2.13 The Council has been part of a Regional Adoption Agency since 2017 which has maintained good performance and mitigated the removal of the 'inter-agency fee' grant. Adoption timeliness continues to improve with a three-year average of 384 days from entering care to being placed for adoption, compared to 429 days at the end of 2018/19. There is a three-year average of 98 days from Placement Order to an adoption match being agreed, compared to 131 days at the end of 2018/19.

Education Services

- 2.14 Before schools partially closed in the summer term 2020, the overall Ofsted outcomes for Manchester in March 2020 indicated:
- 95% of Early years settings and 89% childminders were judged to be good or better.
 - 89% of schools are good or better which is above national average and indicates a continually improving system.
 - 93.3% of Manchester primary schools and 69% of secondary schools are judged by Ofsted to be good or outstanding.
 - all post 16 provision is judged to be good or better in the City
 - 88% pupils in the City attend a good or better school which is above national average and 5th highest in NW region.
- 2.15 Due to the pandemic full Ofsted inspections of schools and Children's Services will not resume until Spring 2021 although they will carry out assurance and focused visits throughout the Autumn and Spring to look at how the system is responding. There will not be a grade provided for these.
- 2.16 The improvements in both Children and Education Services has in part been associated with continued and strengthening partnerships that support even

greater collaboration and robust leadership; underpinned by an effective performance/assurance framework.

3.0 DIRECTORATE BUDGET APPROACH

- 3.1 As previously outlined Manchester's Children and Education Services remain committed to continue a 'journey to excellence'; characterised by effective and efficient services that improve the experiences and outcomes for children and young people. This paper sets out a revised approach towards the reduction of costs by developing and changing services alongside the capacity and culture within the Directorate to ensure its delivery.
- 3.2 An effective Children and Education Service and delivery of our financial plan cannot be achieved in isolation and requires a continued strong relationship with all our partners both internally within MCC and externally. This is facilitated through effective leadership and management at a locality level and development of programmes of activity with our key partners, adopting a targeted and systematic approach which through the following key strands of activity support the Directorate Budget approach. This is further underpinned by a mission statement to be *safe, effective and efficient* and built around the following 4 themes which are articulated in paragraphs 3.4 to 3.18;
1. Cost avoidance - preventative and edge of care intervention
 2. Care planning and practice improvement
 3. Commissioning and Partnerships
 4. Service improvement/efficiencies
- 3.3 It is recognised within Children and Education Services the budget is an interconnected set of financial commitments designed to improve the experience and outcomes of Manchester's children and young people. Thus, enabling a managed and complex ecosystem of interventions, services and organisations held together by relationships, partnerships and collaboration; evidenced in successive Peer Reviews, Ofsted monitoring, focused visits and inspections.

Cost Avoidance - Preventative and edges of care Interventions

Early Help

- 3.4 A recent evaluation of Manchester's early help approach found that a coordinated and targeted offer of support for families can have a significant impact on reducing the need for high cost, statutory children's services by:
- a) preventing families coming into contact with high-cost support: since 2015, 4,337 families who had not previously been known to Children's Social care, were identified as needing coordinated support (either through a referral to Early Help or commencing an Early Help Assessment) Of these 97% (4,202) remained having no social care involvement within 12 months of the intervention ending.

b) supporting 'step down' from high-cost support: since 2015, 2,402 families received 'early help' support who had a CIN status before or during an intervention. Of these 83% (2,004) were stepped down and remained so 12 months after the support had ended.

- 3.5 The evidence from the evaluation demonstrates that mainstream investment in early intervention, supplemented by national Troubled Families funding, is preventing families from needing further, high-cost support across a range of measures but particularly children's social care. The family level data is complimented further by a cost benefits analysis, covering the period 2015-2020, which shows a return on investment of £1.90 for every £1 invested.

Edge of Care Intervention

- 3.6 Research tells us children living in stable and loving homes tend to do better than their counterparts. As a result, and alongside other specialist interventions, in 2017 Alonzi House was remodelled to support children on the 'edge of care/becoming looked after' to remain safely within their families and communities. Since this time the children Alonzi House has worked with:
- 85% have remained at home with their families.
 - Increased their attendance at school to 90% or above
 - Reduced school exclusions by 50%
 - Contributed to the risk of exploitation for 71% of young people where this was a presenting issue.
- 3.7 In addition, and more recently, in 2019/20 having adopted and adapted the No Wrong Door model as part of the Greater Manchester innovation programme. The services provided by Alonzi House have been adapted to include our 'looked after' children to promote stability and inclusion in family-based care arrangements. This has resulted in the multidisciplinary team operating out of Alonzi House to provide foster families with a wraparound support which will include an outreach element and both practical and emotional support; securing stability, permanent arrangements for children and significantly reduce 'unplanned' placement endings.
- 3.8 The underpinning financial principle is to prevent unplanned placement moves, which invariably are associated with increasing, expensive costs and poor outcomes for children and young people.

Care Planning and Practice Improvement

- 3.9 Effective leadership of the system is fundamental and underpins strategies to mitigate rising demand and costs. This is reinforced by maintaining a strong grip on decision-making, assessments and resource allocation for individual children and young people.
- 3.10 The successful delivery of the Children's Services Locality Programme during 2019/20 has enabled the redistribution of social worker capacity. The aim of which has been to secure a timely plan of 'permanence' for children who

become looked after and the continued improvement in the overall quality of practice. Over time it may be possible to divert further resources from specialist social work to early help services. This is evidenced by the presentation at today's Scrutiny Committee, recent Looked After Children (LAC) admissions and discharges compared to other Core Cities. Manchester is seeing quite a different trend - with significantly lower admissions and less impact on discharges. In terms of admissions Manchester did have a particularly high rate of growth in the LAC population last year. This points to improved practice and management oversight/grip on planning and decision making for children.

- 3.11 Spend on residential placements for 'Looked After Children' has increased each year since 2015/16, attributed to increasing need, unplanned endings and limitations in the internal and external fostering capacity. A refreshed commissioning approach in 2019/20 that is based on 'relationships' and seeks to embed an outcomes-based commissioning approach and shared understanding of expected outcomes with providers whilst working collaboratively with health partners to identify provision that meets the needs of children with complex health problems and children with Special Education Needs or Disability has seen the use of External Residential placements reduce by 10% since April 2020.
- 3.12 Manchester City Council operates two children's homes through commissioning arrangements with external providers. Informed by research and an analysis of children's needs, this has led to Children's Services and Manchester Health and Care Commission securing capital funding from NHS England which will contribute to costs associated with the remodelling of one of these homes to better respond to the presenting needs of children and young people with learning difficulties and/or autism and their families. The home will provide outreach and a specialist short break provision, which is expected to improve the experiences and outcomes of children. The service is informed by a cost benefit analysis and will deliver significant financial savings in the medium/long term.
- 3.13 Manchester continues to seek to increase the number of internal foster carers for specific groups of children whilst at the same time strengthening its relationship with Independent Foster Care agencies to develop a market of high-support foster placements for children with high/complex needs, including those stepping down from residential placements.
- 3.14 In addition, in responding to the accommodation needs of our care leavers, the Directorate continues to work proactively and positively with the housing providers including the third sector to further develop models and increase the Leaving Care offer. This has led to a reduction in Care Leavers experiencing placement moves and successfully transitioning to independence.

Commissioning and Partnerships

- 3.15 Manchester has established a talented and skilled commissioning team within Children's Services. This capacity provides greater opportunities to negotiate on price, shape the market and develop stronger, enduring relationships with

providers. Furthermore, strong collaboration between the Council and the health service is essential to achieve improved influencing of the market, greater economies of scale and improved outcomes.

3.16 The service has developed the following set of commissioning principles which prospective providers are to consider and underpin the Directorate's approach to commissioning:

- Prioritise ethical providers who are informed by appropriate values and principles and are passionate about Our Children
- Recognise and value the voices of children and young people in the development and monitoring of services.
- Ensure we learn from/utilise experience, use data 'intelligently' and consultation to inform innovative service design.
- Co-produce and develop the provider market with service users and providers.
- Ensure we work collaboratively across the Council to ensure maximisation of existing resources.
- Social value is embedded within all commissioning activity to support our communities and services.

Delivering Services Locally and in Partnership

3.17 The Children's Locality Model Programme delivered during 2019/20 was focused on reforming Children's Services to deliver local, place based services on a 1-3-13 footprint; aligned with Integrated Neighbourhood Teams/ Bringing Services Together; strengthening local partnerships to work together in response to specific complexities of each geographical area across the city. Following the successful implementation of this programme, a review has been undertaken; resulting in an emphasis on strengthening our partnerships and collaborations to jointly commission and deliver services in unison with key partners, as reflected in the following 4 service delivery areas:

1. **Smoke Free Families** (an initiative that involves early years, help and community health services working closely together). Delayed due to the impact of Covid19 but more recently progress has been accelerated in partnership with Manchester Local Care Organisation which will inform future relationships and improve outcomes for children and families. Adopting a thematic approach where partners can work together putting aside service boundaries and focus on the needs of residents and families. The Smoke Free Families is a resulting approach that will involve a whole family approach to adopt a smoke free home environment for babies and young children. The resulting impact and outcome measures are aligned to the Start Well Board priorities and will highlight learning and wider adaptability for our future neighbourhood and locality working.

2. **Think Family** - Many children who 'become looked after' have experienced domestic abuse parental mental health and substance misuse problems. Subsequently Manchester's Children's Services and its partners are developing plans to implement the Strengthening Families programme which is a multi-

agency approach which uses motivational interviewing and takes a 'think family' approach which is facilitated by the co-location and joint working between Adult, Mental Health, Domestic Abuse and Children's Services. Developed in Hertfordshire, the research evidence demonstrates a reduction in both admissions and length of time children spent in local authority care can be achieved.

3. Targeted offer for children with SEND - The repurposing of Lyndene Children's Home will see the development of an integrated service offer for children with SEND and their families with robust commissioning governance. The service is developing a dedicated short breaks and outreach service for children with disabilities (including autism) and building on existing pilot short breaks projects which support the transition to universal services. Assessments will be integrated within existing planning routes for specialist services.

4. Care Leaver Accommodation Offer - The aim of the Care Leaver Accommodation Project is to work in partnership with Health, Housing, education and both children and adult social care to:

- Improve stability / Homes for Life for Manchester's Care Leavers
- Deliver accessible Integrated Support services delivered at the right time
- Improve choice in where and who to live with
- Deliver Innovative and individual models of living including intergenerational living where appropriate.
- To share learning with the Greater Manchester Commissioning leads and develop regional approaches to delivering accommodation and support.

Service improvement/efficiencies

- 3.18 Service improvements and efficiencies run across all the budget approaches outlined above, as demonstrated by the review of Families First and commissioning and partnership involved in the repurposing of Lyndene's Children's Home.

4.0 CHILDREN AND EDUCATION SERVICES DIRECTORATE REVENUE BUDGET 2021/22

- 4.1 During 2019/20 an external benchmarking exercise was undertaken to consider the costs, profile of children and the range and choice of placements for our looked after children set against similar local authorities. The findings from this exercise indicated the correlation between need and the 'trilogy of risk' (domestic violence, substance misuse and mental health) and social determinants. This exercise indicated a requirement for a more prudent forecast for financial modelling should be used. The report predicted a 3% increase per annum in admissions to care was judged as a realistic projection for Manchester.
- 4.2 The following section outlines the revenue budget for the Council's Children and Education Services, emerging areas of pressure and financial savings proposals which are organised to reflect the Directorate's budgetary approach

as set out in paragraph 3.2.

Education and Schools

- 4.3 In July 2020 the Department for Education announced the provisional school funding settlement for 2021/22. Beyond 2021/22 the government will, later this calendar year, put forward its proposals to move to a 'hard' National Funding Formula 2022/23 onwards. It is estimated that Manchester receives £20m above the national funding formula values which equates to roughly £300 per pupil in the city. It is expected that once the national funding formula is introduced transitional protection will be applied and the £300 per pupil loss may be protected over a number of years.
- 4.4 For 2021/22 the City's Primary and Secondary schools should expect to see a 2% increase in pupil related funding, this is estimated to equate to **£28m** for Manchester's primary and secondary schools. This is before increases in pupil number and changes to pupil characteristics are taken account of.
- 4.5 Manchester's provisional grant allocation for support to children with special educational needs has increased by 10.32%, and it is estimated that the additional allocation will be c. **£10m**, included within the additional allocation is an uplift for Teacher pay and pension grant of £1.5m. This part of the Dedicated Schools Grant is currently overspent consequently the estimated £10m increase will mostly be allocated to meet the existing and new pressures on the budget. There will be a significant carry forward deficit from 2020/21 projected to be £1.4m.
- 4.6 Funding for early years in schools and private, independent and voluntary settings was published in December 2020 and has increased by £0.524m for increase hourly rates. The part of the grant supporting the Local Authority, the central schools block shows a reduction of £51k, the Local Authority is working through implications of this change.
- 4.7 The Children and Education Services net annual budget for 2020/21 is £132.198m with 1,316 full time equivalent staff summarised in the table below:

Table one: 2020/21 Base budget

Service Area	2020/21 Gross Budget £'000	2020/21 Net Budget £'000	2020/21 Budgeted Posts (FTE)
Children's Safeguarding	128,118	110,083	885
Education*	339,707	17,436	314
Directorate Core and Back Office	4,707	4,679	117
Total	472,532	132,198	1,316

- 4.8 In 2020/21 the continued investment of £10.674m was applied to ensure the Directorate is able to meet levels of need of children in 2020/21; supported by

the application of a £6m social care grant to reflect existing and future potential pressures from predicted increasing need.

Demography and Growth

- 4.9 It is proposed that the Children and Education Services cash limit budget will increase by £6.027m in 2021/22 for demography and growth in demand as a result of the pandemic. Table two below summarises these changes.
- 4.10 Demography - Table two (below) shows the budget identified for demographic growth in Children's and Education Services. The demand has been determined based on the demographic numbers on which the 2020/21 budget was set compared to the current position and potential increase in demand informed by 3% population growth predictions.
- 4.11 Benchmarking of Manchester against other Greater Manchester local authorities, as well as 10 local authorities with the similar levels of deprivation indicates that LAC demand is likely to exceed population growth. Using a range of analysis, including correlation between Looked After Children demand and the 'trilogy of risk' (domestic violence, substance misuse and mental health) a more prudent forecast was based on a 3% increase in admissions each year, which equates to £1.953m in 2021/22, before taking account of the impact of Covid-19, during which time we have seen an increase in requests for help and support as well as incidents of domestic abuse/violence. Home to School Transport has also been quantified at a 3% increase.
- 4.12 **Growth** - In the short term it is expected that budget pressures for Children's Services will only increase. The Family Courts are still fully recovering from the impact of the national "lockdown" that continues to delay proceedings to deal with discharge from care. Over the Covid period, referrals to our services fell by 18% across the North West. However, more recently (November data) we are seeing an increase in requests for early help and social work intervention. As a result, and as predicted this repressed need and impact from Covid is beginning to flow through the system, particularly as we have now significantly increased the number of children attending school.
- 4.13 In the medium term the repercussions of the pandemic is that there will be an increase in children's needs due to the increased vulnerability of families in the community associated with the increase in family poverty, family 'stressors' leading to domestic abuse/violence and parental mental health. There are some indications coming through from Core Cities that they are starting to see an upturn in Looked After Children placement numbers. As previously predicted the Manchester has experienced an increase in referrals this month.
- 4.14 The annual increase in Looked After Children in the City was 9.2% last year. Assuming placements increase at a similar rate 2021/22 creates a further budget requirement of £3.8m 2021/22 onwards.
- 4.15 The Directorate has indicated in paragraphs 4.58 what step it can take to safely 'manage down' the additional demand Covid-19 may create.

Table two: Demography and Anticipated Growth

Service Area	2021/22
Children's Safeguarding Placements	1,953
Education Home to School Transport	274
Impact of Covid-19	3,800
Total	6,027

Emerging Financial Pressures/risks

- 4.16 Paragraph below set out the emerging financial pressures/risks for 2021/22. Additional funding has not been allocated for this, but the risks need to be considered as part of the budget planning for next year.
- 4.17 **Early Years** - In 2012, the Council took the decision to withdraw from the direct provision of day-care services in order to move to a new model, with the Council acting as commissioner of day-care services. The condition of the Manchester City Council estate for tendered day care is in a poor state, which is having an impact on the environment Manchester children are experiencing. The cost of maintaining the buildings is prohibitive with providers requesting that the Council takes responsibility for repair and maintenance of the property whereupon they would be willing to pay a higher market rent. Over the last 3 years the existing arrangement with providers has led to 15 settings withdrawing from the market. With lease income being lower than expected and running costs of maintained tendered day care sites being higher than budgeted for there is a recurring pressure on the budget; with a risk this may increase should 'provider income' reduce further. A review of the current arrangements with tendered day-care is well underway and will conclude by the end of 2020.
- 4.18 **Youth Justice Services Accommodation** - It is critical that the service ensures that accommodation for the service is safe for children and staff. This will continue to impact on service delivery with the lack of readily available and suitable premises. This has delayed the implementation of some planned changes. Corporate Property colleagues are working to identify appropriate office space. Once suitable premises are identified there is a risk that this will add an additional financial pressure on Children's Services.
- 4.19 **Additional Demand Due to Impact of Covid-19** - As stated earlier in the report it is likely that the Directorate will see additional costs pressures due to the impact of Covid-19, this is outlined paragraph 4.12 of the report.

OVERVIEW OF OPTIONS FOR SAVINGS IN THE CHILDREN'S AND EDUCATION SERVICES DIRECTORATE

- 4.20 The draft options for savings have been informed by the Directorate Budget approach **to deliver safe, effective and efficient services**, the progress and impact of the services to date. This approach has been developed by thinking through the way in which the Directorate can meet its statutory duties and make the maximum contribution to the priorities for the City, as set out in the earlier parts of this report. In some cases, this is by increasing the pace of implementing the already identified reforms and services improvements as a way of making financial savings by reducing demand for expensive, reactive services. In other cases, this is by choosing options for service reductions which will have the least damaging impact on the achievement of our priorities.
- 4.21 £12.656m of the 2021/22 officers' options are deemed to be deliverable and there is a level of confidence that most of the options are "the right thing to do" and have been developed in line with the budget strategy. Options developed by officers reflect the Directorate's budgetary approach – safe, effective and efficient and can be categorised into:
- Options for cost avoidance and those associated with the delivery of services to children with high/complex needs through transforming services and increasing the range and choice of placements (sufficiency). Most of these options are underpinned by commissioning activity.
 - Options to accelerate the pace and ambition of collaboration with partners.
 - Options which aim to remove duplication and develop a shared understanding of how services could deliver tasks effectively and efficiently. These include options for service reductions which will enable the Directorate to deliver a balanced budget whilst enabling the Council to meet its statutory duties.
 - Options for income generation

Cost Avoidance - Preventative and Edge of Care Services

- 4.22 There have been fluctuating trends over the last decade in terms of the number of Looked After Children in Manchester **decreased** between 2010 to 2017. However comparable to a national trend, numbers of Looked After Children began to **increase**. The average annual increase over the last three years has been 6.8%. Population increase has had some part to play in recent LAC growth but an increase in rate from 97 per 10,000 children 2017 to 116 in 2020 demonstrates that there are other factors at play than simply the increase in population. The Directorate has reported recently that it has not always been able to discharge children from care, because of the restricted Family Court sittings. There has also been an inability to move children from existing placements has meant that they have had to keep some children in high-cost placements, particularly in residential care, when in the normal course of events they would have been moved into Foster Care, adoption or out of care altogether.

- 4.23 The primary aims of the placement options outlined in paragraph belows are to improve outcomes for children and young people by reducing escalation and need for external residential placements by preventing placement breakdowns and expanding the availability of more local good quality foster placements and support. These options have the additional benefit of helping the Council to reduce costs in this area. A number of the options are underpinned by the development of commissioning approach outlined in paragraph 3.15 - 3.16 of this report.

Placement Stability Offer

- 4.24 The Placement Stability offer will form part of the current service provided by Alonzi House under the umbrella of the Alonzi Hub (formerly known as No Wrong Door) and will come under the existing management structure. The hub will include the redeployment of CAMHS workers and work directly with foster families with a wrap-around support which will include a specialist outreach element and both practice and emotional support to families at risk of 'breakdown'. This will aim to help build up confidence and relationships; allowing both the child and the adults to have an allocated worker and access to appropriate professional interventions to help with the child's care plan. It is expected that the offer will enable step down and avoidance of two residential placements per quarter starting from July 2021, this equates to part year saving of **£0.616m** in 2021/22 and rises by another **£415k** in 2022/23.

Effective Commissioning

Lyndene Children's Home

- 4.25 The Council's Executive recently approved the repurposing of Lyndene Children's Home. Lyndene Children's Home is to provide children and young people and their families' good quality edge of care services, helping young people remain living within their family and community where it is safe and possible to do so. The re-purposed facility is projected to lead to avoidance of four residential placements per annum, net of additional cost running this totals **£462k** reduction in costs per annum 2021/22 onwards.

Multi-Agency Joint Commissioning Arrangements for Children with High and Complex Needs

- 4.26 Despite much improved planning and joint commissioning arrangements between children's social care, education and MHCC, since 2015/16 the average cost of residential care has increased by £1,500 (60%) per week. This presents one of the most significant financial challenges for the directorate's budget. It is anticipated that through further development of multi-agency arrangements **£1m** of reduced residential costs are planned delivered by improving the quality of partnership working and improved strategic partnership commissioning. Joint commissioning approach and arrangements are a priority to be delivered next year.

Care Leavers - Transition to Independence

- 4.27 The key outcome of the Care Leavers covenant outlined in section 3 is to ensure that a quality and innovative offer of support and accommodation is accessible to care leavers as standard. It is expected that as a result of recent discussions with GM Housing Providers that over 100 placements will be made available to care leavers. Further work will be completed which will oversee the support hours to ensure that all young people aged 17 ½ will have step down support hours as standard within their placement agreement. This transformation has already commenced and is expected to release savings of **£1.030m** 2021/22 onwards.
- 4.28 Recently legislative changes place a duty on local authorities to provide Care Leaver support up to the age of 25. However, young people leaving care are able to access housing support after their 18 birthdays. Planning for transition to independence pre 18 years is met by the social worker and pathway planning. On-going support after the age of 18 years shifts to personal assistant. Additionally, the Homelessness Directorate have identified £130k which is to be used to commission steppingstone care leavers accommodation with Manchester Housing Providers. Through earlier and better pathway planning it is expected that the average number of over 18 Supported Accommodation placements changes from 30 to 15 over the financial year, this should lead to a saving of **£0.737m** 2021/22, like the previous option this service transformation has commenced and is part of the current projected outturn position of the Directorate.

Market Sufficiency - Looked After Children Placements

- 4.29 This strategy aims to demonstrate a detailed understanding of the children's placement market, examining supply whilst identifying gaps in provision. The strategy will offer realistic, cost effective and outstanding solutions to ensure sufficiency for looked after children. The keys aims of the strategy will be:
- Grow internal fostering refocus the External Foster Care market
 - Reform processes to manage complexity
 - Commission for outcomes
 - Reduce avoidable residential care unit costs
- 4.30 Informed by our own analysis and that of the external provider a detailed action plan for the sufficiency strategy is being produced by the service. Progress against the plan will be overseen by the Strategic Director of Children's Services and Education reported quarterly to Strategic Management Team and Executive Members. It is planned that this strategy could aim to save **£400k** in 2021/22 and a further **£376k** 2022/23 onwards.

Unaccompanied Asylum Seeking Children (UASC)

- 4.31 A specialist team has recently been established to respond to UASC and offer bespoke and targeted intervention alongside providing consultation and wider support across the services in the city, sharing knowledge and expertise to

overcome barriers for children and families. The increased demand and level of complexity within this population has informed the development of this targeted service and partnership approach.

- 4.32 In responding to the accommodation needs of our care leavers work is being progressed to access and commission high quality accommodation more efficiently. It is expected this work will reduce the risk of spend on Unaccompanied Asylum Seeking Children (UASC) and Care Leaver placements exceeding the Home Office UASC grant by **£297k**. In addition to reducing spend on UASC, whilst the outcome on the National Transfer Scheme consultation is outstanding the grant received from the Home Office was increased on 8th June 2020. The effect of the change in grant rates, based on the current numbers of 221 UASC and unaccompanied minors that have turned 18, is estimated to be **£0.515m**. Both of these savings have been achieved in 2020/21 and are included in the projected outturn position for this year.

PACE

- 4.33 Police and Criminal Evidence Act sets out that children should not be kept in the police station overnight after they have been charged with a criminal offence. Children refused bail should be transferred from the police station to local authority accommodation under the requirements of the Section 21(2)(b) Children Act 1989. Jointly commissioning provision at Greater Manchester level would release a commissioning saving of **£28k** 2021/22 onwards.

Care Planning and Practice Improvement

Securing Timely Plans of Permanence

- 4.34 Permanence is the term used to describe the long-term plan for a child's upbringing and provides an underpinning framework for all social work with children and their families from family support to remain within their family through to adoption. By working on the basis that all children should live within their family and community and for those who become 'looked after' by the Council should have a timely and permanent loving and stable family as soon as possible. Increased focus on permanence through improved performance structures, management oversight/grip and tracking systems for individual children to ensure more timely and better outcomes for children. It is estimated that from April 2021 onwards a 5% reduction can be applied to the number of days in care for all new entrants to care. This saving total **£160k** in 2021/22 and increases by another **£159k** 2022/23 onwards.

External Residential Care

- 4.35 The implementation of a workstream considering both under 13's and over 13's year old children in residential care has provided insights that indicate for some an unplanned ending of their fostering arrangement led to their placement in a residential setting. Currently there is a £200k budget to prevent unplanned ending of a fostering arrangement. Whilst this has helped some children the impact has been insufficient. Consequently, it is proposed this budget is

reduced by £100k in 2020/21 and the £200k budget to set up the Stability Team is no longer required. Rather, we will establish the Stability Team by remodelling existing staffing allocations; this will release a saving of **£300k** in 2021/22 onwards.

Efficiencies and Income Generation

Agile Working

- 4.36 Agile working is being undertaken across the Directorate. However, it is evident some Education staff will be able to work in a more agile way operating between home and the office. This will lead to a diminishing need for office space and as a result release rental costs for one of the sites currently in use. Surrender of the lease this year generates a **£129k** saving 2021/22 onwards.

School Attendance

- 4.37 Work related to prosecutions for non-attendance at school is currently commissioned outside the Council. In September 2020 this work was brought back in-house. A savings has been realised as a result of this coming back to the Council, the full year impact of this is **£70k** 2021/22 onwards.

Business Support

- 4.38 Business Supports staffing budgets have been reviewed looking at spend in previous years. Currently staffing budgets are set using the top of each grade for all posts, and a percentage allowance reduction is made to reflect the anticipated turnover in staffing throughout the year. Based on the historic turnover in this area it is proposed to introduce a higher turnover allowance for the service, it is anticipated that a **£130k** saving 2021/22 can be achieved through this approach.

Regional Adoption Agency

- 4.39 From July 2017, adoption services in Stockport, Manchester, Trafford, Salford and Cheshire East local authorities have been delivered through an integrated service called Adoption Counts. This is a Regional Adoption Agency (RAA) as set out in the Education and Adoption Act 2016 and was the second regional adoption agency to become operational nationally. By 2020, the government expects all adoption services to be delivered via regional adoption agencies. Adoption Counts is responsible for recruiting adopters, family finding for children and providing support to adoptive families. In 2019/20 MCC invested £200k into the RAA to reflect the national challenge with identifying prospective adopters and the need for greater capacity to increase the number of adoptions opportunities for Manchester children. Re-negotiation and rebasing of Regional Adoption Agency recharge, has already realised saving of **£357k** in 2021/22 onwards.

Service Level Agreements with Schools

4.40 Education Services have reviewed their Service Level Agreements with schools. It is proposed that:

- The Newly Qualified Teacher offer current charge has been benchmarked against other providers and it is believed that the charge can be increased without reducing take-up.
- Key Stage Two writing moderation is currently free to all our schools. It is proposed primary academies are charged £200 for MCC to be the moderation provider.
- Quality Assurance, the Council currently pay for every school to have a Quality Assurance Professional visit. This is a key aspect of the Council's assurance of our school system. It is proposed academies are charged 50% of the £475 cost per visit.

It is anticipated the activity above would generate **£30k** 2021/22 onwards.

Service Reductions

Families First

4.41 A review of the Family First Service in 2019/20 concluded that whilst there were benefits the resource should be better aligned to the developing locality delivery model and support earlier intervention via the Early Help Hubs which is one of our wider Directorate priorities. These changes were reflected in the report 'A five year workforce strategy to sustain and continually improve Children Social Care Services' that has previously been presented to Scrutiny Committee Members. Alternative opportunities have been created and accepted by staff and as a result a saving of **£445k** has been released this year and forms part for other 2021/22 options.

Section 17- Financial Assistance

4.42 Section 17 of the Children Act 1989 places a duty on local authorities to safeguard and promote the welfare of children within their area who are in need; and so far as it is consistent with that duty, to promote the upbringing of such children by their families. This support can include a wide range of services but usually includes accommodation and/or essential living expenses; often associated with families at risk of homelessness, including those with refugee status, limited leave to remain or discretionary leave; all of whom are eligible for an assessment and/or support. Guidance is to be provided to staff about when these payments can be made should lead to a modest efficiency of **£50k** 2021/22 onwards.

No Recourse to Public Funds (NRPF)

4.43 "No recourse to public funds" condition is imposed on almost all migrants granted limited 'leave to remain'. The Council supports NRPF families in this position through the NRPF team which supports people with their application to

the Home Office and has a separate budget. Care Leavers subject to No Recourse to Public Funds are primarily supported through the Leaving Care budget. NRPF families also access support through the voluntary organisations, or Children's S17 budget.

- 4.44 In the last few years, and which has helped to increase efficiencies resulting in a current budget underspend, is that the length of time taken to resolve immigration issues has shortened. Work is on-going to forecast the additional spend as a result of Brexit. However, financial forecasting predictions indicate it is still expected that the spend will be £0.6m lower than the budget available 2021/22 onwards.

Workforce Development

- 4.45 Part of the aforementioned workforce strategy outlined in paragraph 2.9 a budget was earmarked for masters for social workers totalling £140k, as part of the efficiencies options it is proposed this budget is released 2021/22 onwards.

Legal Fees

- 4.46 The cost of legal support for Children's Services has increased in the last few years. The Strategic Director of Children's Services and the City Solicitor have considered the cost drivers and have worked together to manage need, reduce the use of experts, streamline decision making/legal advice processes to create solicitor capacity. Whilst the impact of this work is yet to be realised through continued focus on practice, work with the Family Courts (which has recently published its priorities to respond to Covid) and Legal Services it is anticipated that spend on legal fees can be reduced by **£260k** 2021/22 onwards.

Schools Quality Assurance

- 4.47 The School Improvement grant is currently £420k per annum; this is allocated based on the number of the maintained schools in the city. Part of the grant could be used to fund School Quality Assurance officers in order to release capacity in the council budget. All schools in the City are allocated a School Quality Assurance officer who is their single point of contact for the Council and who maintain an overview of the performance of the school. If we were to do this it would potentially save £300k in 2021/22. This would reduce to £150k 2022/23 onwards in order for the Directorate Education Service to be able to retain oversight of the quality of learning and leadership as well as broker some interventions where there are identified areas for improvement. This quality assurance model has proven to be highly successful and effective in supporting improvements in the school system as evidenced by the number of schools judged good or better in Manchester. It is worth noting, without this delivery model, Manchester's ability to respond to the challenges presented by the current pandemic across the entire education system may not have been as positive as they have been.

This reduced funding available within the school improvement grant will result in fewer interventions being available to support our maintained schools in

response to identified or thematic issues and a far more targeted approach would be required. Maintained schools will also be required to fully fund any brokered school to school support which may be required. In recent years for example, this has included additional leadership support brokered from local National Leaders of Education.

- 4.48 As the impact of Covid and the 'local lockdowns' become increasingly clear and Ofsted resume its assurance visits in 2021 it will be important that the Local Authority is able to respond to identified issues in schools and gaps in learning. A reduction in the school Improvement Grant will reduce Manchester City Council's ability to respond to this effectively. Consequently, there is a potential that the quality of education and learning in Manchester will be compromised.

Free Travel

- 4.49 In respect of the providing Free Travel, it should be noted a local authority is only under a statutory duty to provide transport assistance if the nearest qualifying school is not within statutory walking distance of the child's home. This is set out in the Education Act 1996 (as amended) or to certain children whose families are on a low income (Schedule 35B to the 1996 Education Act). Otherwise the provision of transport is at the local authority's discretion. This does not apply to children with Education Health Care Plans.
- 4.50 Manchester City Council's Free travel policy changed a number of years ago, as a result only where children meet the new criteria in this policy will they be entitled to transport assistance between their home and school. Transition to the new policy included honouring passes issued under the old policy until the child until they left the school. As the new policy has been in place for a number of years the number passes being honoured has reduced. In addition, the creation of more secondary school places across the City, subsequent reduction in number of passes issued and reduction in number of passes honoured against the old policy will realise a **£400k** saving against the Free Travel budget in 2021/22.

Strategic Business Support

- 4.51 This part of the service supports the service's social care system training offer to the workforce and information governance. The service is reviewing their approach to systems training and considering the unpredictability in demand for subject access requests, at this stage it is proposed this review would generate a saving of **£80k** 2021/22 onwards.

Child and Adolescent Mental Health Services (CAMHS)

- 4.52 In line with previous budget savings plans for the council and after working closely with colleagues in MHCC (Manchester Health and Care Commission) and providers to support a review of CAMHS. The aim of this work was to ensure CAMHS were aligned with the Future in Mind report and NHS Long Term Plan published in 2018.

The ambition of which is to maximise the investment of 10.4m to enhance and integrate a system wide mental health and wellbeing offer for all children in Manchester as set out in Manchester CAMHS Transformation Plan:
<https://www.mhcc.nhs.uk/publications/category/local-transformation-plan-children-and-young-peoples-mental-health-and-wellbeing>

4.53 The Transformation Plan promotes preventative approaches for all children and young people and their families who experience Mental Health problems or who may be vulnerable and at greater risk of developing Mental Health problems through a range of community, specialist CAMHS services and Voluntary sector organisations to deliver a range of universal, targeted and specialist services such as the following and as shared with Committee members in previous sessions:

- Core CAMHS
- Kooth
- IThrive
- Mental Health in Schools Service
- No Wrong Door – Alonzi House Hub Mental Health Support
- CAMHS Looked After Children (LAC)
- CAMHS Learning Disability
- Specialist care – ADHD
- Specialist Care – Autism
- Integrated Community Response Service

4.54 The proposal is to redeploy 3.5fte posts currently delivering a specialist CAMHS to work exclusively with looked children who are at risk of placement breakdown as part of the No Wrong Door/Alonzi House Service. These staff will work with children and their carers in respect of attachment, life-work, relationships and liaise with specialist core CAMHS. This in turn links to the approach set out in paragraph 4.25 and will release **£148k** from current vacancies/uncommitted resources.

Early Years

4.55 The three proposals are an integral element of the Early Years Delivery Model (EYDM) and contribute to the first 1000 days/ Start Well Strategy. The proposals relate to the following interventions/service:

- Children and Parent Service (CAPs)
- Commissioned Speech and Language Offer
- Sure Start Children's Centre Core Purpose

4.56 The parenting commission has an annual budget of £1.5m and provides evidenced based interventions to a targeted cohort of families; meaning those at risk of harm and neglect and/or having clinical problems such as developmental delay, attachment disorders, conduct disorders, anxiety and depression. The current commission provides intervention and targeted support to approximately 1,000 families per year, at an average cost of £1,500 per family. A revised parenting commission will be developed with partners; it was

initially proposed that the scale of the programme reduces to 800 families, this could generate a saving of **£300k** 2021/22 onwards. However, it is increasingly becoming evident the need for parenting is increasing rather than reducing alongside referrals to Children's Services due to domestic abuse/neglect. A reduction in this service presents a potential risk a family's needs become increasingly more complex and subsequently a more expensive and specialist intervention.

- 4.57 The original scale of investment in Early Years **speech and language**, £436k is not required in the medium term as a key aspect of this commission involves training of the Early Years' and health workforce, which has already been delivered at scale. A revised speech and language therapy pathway that maintains a commitment to early intervention and prevention and Wellcomm screening will be redesigned with our partners. This will allow us time to respond to the disproportionate impact arising from Covid - 19. It is proposed there would be a phasing to the reductions incrementally over the next three years, the phasing would be over a three year period, starting in 2022/23 at a rate of **£100k** per annum.
- 4.58 The **Sure Start Core offer** is central to the integrated arrangements that underpin the delivery of the early years service. In 2019/20 the Early Years Service redesigned delivery arrangements in line with the Children's Locality Programme, Bringing Services Together and strengthened partnership with the Manchester Local Care Organisation requirements. As a result there is the opportunity to rationalise the number roles. However, the implementation of this redesign has been delayed due to the current pandemic situation. The implementation of the redesigned neighbourhood model has recommenced and is planned to be implemented in April 2021. This will deliver efficiency of **£200k** 2021/22 onwards.

Mitigation of Anticipated Covid-19 impact and pressures

- 4.59 As anticipated in December 2020 contacts and referrals for a Children's Social Care service have increased; attributed to increased vulnerabilities in the community such as family poverty, domestic violence and detrimental impact on mental health and associated with the impact of Covid19. In order to manage the increased need of children and their families for services it is intended continued investment in targeted, 'front door', edge of care services and approach to permanency as outlined previously and are all expected to have a positive impact on managing this increased pressures. This coupled with an ongoing high performing Early Help service would indicate that the service is potentially resilient to meet the highly likely increase in need as a result of Covid-19 it is proposed that **£1m** of additional costs can be avoided 2021/22 onwards.

Use of Reserves

- 4.60 Section 4 the report sets out the options which are recommended to take forward. Not all the options can be fully realised in 2021/22. It is proposed that the following reserves are used to smooth out transition to reductions in budget.

- Dedicated Schools Grant (£1m) - Increase in contribution to support to multi-agency placements, 2021/22.
- Children's Services Reserve (£311k) - reduction in current year reserve drawdown 2021/22.
- Children's Services Reserves (£1.409m) - reduction in 2022/23
- Troubled Families Reserve (£1.150m) - this reserve was planned to be used to manage shortfalls in Troubled Families grant. The Trouble Families grant is continuing 2021/22, this reserve will not be needed to off-set grant reduction in 2021/22.

5.0 KEY TO THE REPORT SINCE NOVEMBER SCRUTINY

- 5.1 Following the 25th November 2020 Spending Review announcements and feedback from the committee a number of changes have been made to the proposals. Key changes to this report since the January scrutiny paper are outlined below.
- 5.2 The November 2020 Scrutiny report included further savings options of £7.529m and whilst were deliverable there was also a risk that they will negatively impact on the deliverability of the Directorate's transformation plans and ability to be safe, effective and efficient. The need for further savings options have been reviewed following the 25th November 2020 settlement announcement have been removed from the officer proposals.
- 5.3 Following feedback at the November committee this report seeks to further clarify the Free Travel, paragraph 4.50 and No Recourse to Public Funds proposals, paragraphs 4.44 and 4.45 .
- 5.4 Child and Adolescent Mental Health Services (CAMHS) – confirmation that the saving is being realised through redesign of the service rather than a reduction in support, paragraphs 4.52 and 4.53.
- 5.5 Due to the significant impact of the pandemic on schools the Schools Quality Assurance is at significant risk of not being achieved as there is a need to retain this support, paragraphs 4.47 and 4.48.
- 5.6 Children and Parents Service budget proposal is also at risk of not being deliverable and retain the commission due to impact of the pandemic. It is increasingly becoming evident the need for parenting is increasing rather than reducing alongside referrals to Children's Services due to domestic abuse/neglect. The cohort supported by CAPs are Manchester's most vulnerable pre-school children and their families, interventions are delivered to targeted families with clinically significant problems, if these problems are left untreated then there is a risk of harm and neglect, paragraph, 4.55.

6.0 IMPACT ON WORKFORCE

- 6.1 The Children and Educations Directorate currently has a budgeted workforce of 1,316 fte. The projected workforce impact of activity to deliver the savings options a reduction of 14 fte. This is not a significant change and it can be

managed through the Council's people principles, which focuses on supporting staff to move across the Council to meet its current and future need. The detailed impact on specific roles will continue to be identified as options are developed over the coming weeks and months. This process will be supported by continuous engagement with the workforce and Trades Unions.

6.2 Effective and robust workforce planning arrangements are in place to ensure that, as functions and roles change, the skills and focus of the workforce are effectively developed to ensure the Directorate is able to meet its strategic priorities.

6.3 The workforce implications for children's and education services represent a continuation and improvement of existing priorities as expressed in the workforce strategy; which is to achieve a stable, confident and talented workforce through a culture of success, strengths-based approach and strong and effective leadership and management which will be achieved through:

- The continuing development and implementation of the Children's improvement plan
- Implementation of the Children's Locality Model programme
- Developing strong and effective leaders and managers; enabling them to create high performing and motivated team
- Effective recruitment and retention; to ensure the Directorate has the skills to meet current and future needs.
- Managing and improving the health and wellbeing of the workforce; with a specific focus on reducing absence and improving attendance.
- Building a high impact learning culture which ensures staff feel empowered and equipped to practice to high standards.
- Ensuring professionals that work with children and young people have manageable workloads
- Continue to reduce the reliance on interim and agency workers

6.4 **Impact on Residents, Communities and Customers**

6.5 Children's and Education Services deliver core business in line with the Council's strategic equality objectives in particular improving Life Chances; where there are specific needs identified these are informed by an individual assessment that gives due regard to their race, culture, gender, sexual orientation and disability.

6.6 We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases at both Corporate and Directorate levels to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

7.0 **SUMMARY**

- 7.1 In summary the council is facing a significant budget deficit and uncertainty in respect of demand for services during and post Covid. It is therefore imperative contingency planning and financial savings are considered whilst balancing the challenges associated with securing an immediate financial reduction that leads to a negative impact in the medium/longer term; as so can often occur in Children's Services. The proposed revenue budget for 2021/22 sets out the budget proposals as part of the preparation of the Council's budget. It is a one year budget which recognises that the Children and Education budget is under significant pressure due to increased complexity and need.
- 7.2 Since 2016 significant progress has been made in the quality and subsequent impact of Children and Education Services on the lives and outcomes of Manchester's children; whilst acknowledging there is more to do to realise our ambitions for their welfare and future. However, whilst there are risks (as indicated in paragraph 6.4) the benefits of this progress and an effective commissioning arrangement has informed the proposals as outlined in section 4 along with the planned demography and anticipated pressure arising from Covid-19.
- 7.3 Should the proposed savings options be agreed and applied this would lead to a reduced budget of £11.295m.
- 7.4 Table three below summarises the projected budget for 2021/22, which is reflective of demographic and proposed growth; as well as the all officer options set out in the report.

Table three: Budget Summary 2020/21 - 2021/22

	Net Budget £000's	
Service Area	2020/21	2021/22
Children's Safeguarding	110,083	105,319
Education	17,436	15,781
Directorate Core and Back Office	4,679	4,469
Total	132,198	125,569

- 7.5 Finally it will be important to consider the interdependence and impact of proposals to be considered by other scrutiny committees in due course such as Facilities Management, Public Health and Manchester Fayre.

8.0 **NEXT STEPS**

- 8.1 The savings options set out in this report are being considered as part of the

production of a draft budget in early February 2021. Members are asked to comment on the options and identify areas where they would like further information to be considered as part of the scrutiny committee cycle.

- 8.2 Members of the public who wish to comment on these options will be able to do so.
- 8.3 Following consideration of the reports by the Executive on 11th November an eight-week formal public consultation was launched on specific identified options and the general consultation on all of the Council's budget options will also be launched. The general consultation will run through to the Executive in early 2021. The Council's budget proposals for 2020/21 will be subject to further refinement following feedback from public consultation and scrutiny committees. Final budget proposals will be made to Scrutiny and Executive in February 2020.

Service	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving				
					2021/22	2022/23	2023/24	2024/25	Total
					£'000	£'000	£'000	£'000	£'000
Children's Services	Early Years - Core Offer	Service reduction	Amber	Amber	200	-	-	-	200
Children's Services	Workforce Development Budget	Service reduction	Green	Green	140	-	-	-	140
Children's Services	Commissioning Review	Service reduction	Amber	Amber	297	-	-	-	297
Children's Services	Legal - Fees 20% reduction	Service reduction	Amber	Amber	260	-	-	-	260
Children's Services	CAMHS	Service reduction	Amber	Red	148	-	-	-	148
Education	SSQA- Charge to School Improvement	Service reduction	Amber	Red	300	150	-	-	150
Children's Services	Section 17	Service reduction	Green	Green	50	-	-	-	50
Children's Services	Adoption Services	Efficiency	Green	Green	357	-	-	-	357
Children's Services	Multi-Agency Arrangements	Income Generation	Red	Red	1,000	-	-	-	1,000
Children's Services	Joint Commissioning	Service reduction	Amber	Amber	462	-	-	-	462
Children's Services	Multi-Agency Arrangements	Service reduction - High Priority	Red	Red	300	100	100	100	600
Children's Services	NRPF	Service reduction	Amber	Amber	600	-	-	-	600
Education	Free Travel	Service reduction	Green	Green	400	-	-	-	400
Education	Premises - Universal Square	Efficiency	Green	Green	129	-	-	-	129

Core	Strategic Business Support:	Service reduction	Amber	Amber	80	-	-	-	80
Core	Business Support	Service reduction	Amber	Amber	130	-	-	-	130
Children's Services	Stability Team and Wrap Around Support	Service reduction	Green	Green	300	-	-	-	300
Children's Services	Leaving Care - 50 RP placements and improved transition to timely independence	Efficiency	Green	Green	1,767		-	-	1,767
Children's Services	Pace Beds	Income Generation	Green	Green	28	-	-	-	28
Education	Attendance	Efficiency	Green	Green	70	-	-	-	70
Children's Services	Improving Permanence	Efficiency	Green	Green	160	159	-	-	319
Children's Services	Market Development/Sufficiency	Efficiency	Red	Red	400	376	-	-	776
Children's Services	Placement Stability Offer	Service reduction	Amber	Amber	627	415	-	-	1,042
Education	SLA Schools	Efficiency	Amber	Amber	30	-	-	-	30
Children's Services	Families First	Efficiency	Green	Green	445	-	-	-	445

Children's Services	Unaccompanied Asylum Seeking Children	Efficiency	Green	Green	515	-	-	-	515
Children's Services	Managing Demand	Service reduction - High P	Red	Red	1,000	-	-	-	1,000
Children's Services	Troubled Families	Efficiency	Amber	Amber	1,150	- 1,150	-	-	-
Education	DSG reserve	Efficiency	Green	Green	1,000	- 1,000	-	-	-
Children's Services	Children's Services Reserve	Efficiency	Green	Green	311	- 311	-	-	-
Children's Services	Children's Services Reserve	Efficiency	Green	Green	-	1,409	- 1,409	-	-
Total					12,656	- 152	- 1,309	100	11,295

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Manchester City Council Report for Information

Report to: Children and Young People Scrutiny Committee – 13 January 2021

Subject: Update on schools and their response to COVID-19

Report of: Director of Education

Summary

This report provides a further update on the impact of COVID on schools in the City and how this has been responded to during the Autumn term 2020. This includes an overview of remote learning which is provided by our schools when pupils are required to self isolate. The report provides an update on how the COVID winter grant was used to make provision over Christmas for children and young people eligible for free school meals and also summarises recent guidance for schools from the Government on summer term assessment, remote learning and testing. Finally, the report provides some information on plans to develop testing in schools during the spring term.

Recommendations

The Committee is asked to:-

1. recognise the challenges faced by school leaders at this time and discuss the measures being taken by schools and colleges to increase school attendance, provide remote learning for children not able to attend school due to COVID and respond to Government guidance during the Autumn term.
 2. comment on the support provided by the Local Authority for schools and note that over 40,000 children and young people were supported with food vouchers or other support over the Christmas break.
-

Wards Affected: All

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

Through the learning and education system children are informed and understand environmental issues and the negative impact of carbon; promoting safe and healthy lives.
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and	It is important we build a safe, healthy, happy and successful future for all of Manchester's children so that they can benefit from and contribute to the

distinctive economy that creates jobs and opportunities	sustainability of Manchester thriving, economically diverse and successful. Children and Education Services work with all schools and early years settings in Manchester to promote children's learning and engage with those children and their families who need help, support and protection. The aim is for children to be safe, healthy and make progress in terms of education, training, social development so that they are successful and contribute and benefit from living in Manchester.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Children and young people matter in Manchester. The work of the Children and Education Directorate is driven by a commitment to provide opportunities and achieve positive outcomes; building a safe, happy, healthy and successful future for all of the city's children and young people
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Increase the influence Manchester's children and young people have on decisions that impact on them by supporting and enabling their voice to be heard; promoting a fair and inclusive place to live and work.
A liveable and low carbon city: a destination of choice to live, visit, work	A safe and effective children and education system is important to promote the awareness and inclusion of children in the engagement of wider societal issues; which together with a successful education offer make Manchester a place parents choose to visit, live and work.
A connected city: world class infrastructure and connectivity to drive growth	Continually improve outcomes for all children and 'reduce the gap' against the national attainment average

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Background documents (available for public inspection):

September opening of schools and colleges for all children and young people - paper presented to Children and Young People Scrutiny Committee 5th September 2020

Update on opening of schools and colleges for all children and young people - paper presented to Children and Young People Scrutiny Committee October 2020

Special Educational needs and disability update and the response to COVID-19 – paper presented to Children and Young People Scrutiny Committee October 2020

Update on opening of schools with a focus on school attendance – paper presented to Children and Young People's Scrutiny Committee November 2020

1.0 Introduction

- 1.1 In Manchester, during the Autumn term the majority of schools have remained open to all pupils within the context of high rates of COVID-19 infections across the City and Greater Manchester. All schools were open to all of their statutory school age pupils by 14th September and overall attendance during the first half of the Autumn term school attendance was 94% if absence related to isolation as a result of COVID-19 is discounted which is positive and much higher than initially anticipated.
- 1.2 The Autumn term has been incredibly challenging for all school leaders who have been dealing on a regular basis with positive cases including identifying close contacts who need to self isolate; managing with reduced numbers of staff in school as a result of this; developing and implementing remote learning; understanding the impact of lockdown on pupils' learning and wellbeing and trying to address these; reviewing and reordering the curriculum to address gaps and reduce movement around school; managing the additional financial costs to schools; as well as implementing and reviewing risk assessments to ensure that schools are COVID secure and safe environments.
- 1.3 In addition to this, there has been a plethora of Government guidance issued last term and during the Christmas holiday period. This included very late notification of the option to use an INSET day on the last day of the Autumn term to reduce the amount of time school staff would be required to contact trace over the Christmas holidays and the requirement for secondary schools to have a staggered return for pupils on the first week of the Spring term. This was subsequently extended to 2 weeks for the majority of secondary age pupils, with schools being notified about this on 30 December 2020. This means that the majority of secondary pupils do not return to school until the week beginning 18 January 2021 and should have a remote learning offer in place from 11 January 2021. However, pupils in examination groups (year 11 and year 13) will return on 11 January with a remote learning offer in place from 4 January and only vulnerable pupils and children of key workers are expected to attend school from the first week of term. At the time of writing this report primary schools, special schools and alternative provision were required to open at the beginning of term as planned for all children with the exception of primary schools in identified tier 4 local authorities in London and South East of England.
- 1.4 This report provides an update following on from previous reports on the impact of COVID on schools during the Autumn term, the implementation of a new 'in house' process to support school with contact tracing as well as providing a detailed overview of the remote learning offer in place across the City. It also provides an update on the use of the COVID winter grant to provide supermarket vouchers for financially disadvantaged children and young people over the Christmas break. The paper summarises the most recent Government guidance on the introduction of testing in schools and the next steps to implement this.

2.0 Numbers of positive cases of COVID19

- 2.1 As of the 16 November 2020 the reporting of positive cases within Early years settings and schools, was brought 'in house'. Previously schools reported cases via several routes including Greater Manchester hub, Public Health England and the DfE helpline etc. This scattered approach to reporting resulted in inconsistent advice to schools with regards to contact tracing and the resulting data being held by various sources.
- 2.2 Settings and schools can now report positive cases via one online form to the local Manchester Test and Trace (MTAT) Team. The MTAT team, staffed by nurses, are also available by phone to give immediate and accessible advice to school leaders on complex clinical issues related to contact tracing. Before implementation of the 'in house' process, school leaders were provided with a detailed guidance document drafted by MTAT, Health colleagues, Education and Human Resources to accompany the process, and settings continue to have access to support through the Education team when needed.
- 2.3 Feedback from settings has been that this process has greatly enhanced the ability for schools to confidently contact trace in a timely manner and has provided Health colleagues and Education a centralised more accurate data set to report from and identify areas of concern.
- 2.4 During this five week period, a total of 904 cases were reported to Manchester Test and Trace and of these, 63% of all reported cases in school and early years settings were children. Positively, the number of cases of children has slightly declined since the end of November. 76% of all reported cases were experiencing the common symptoms of COVID: a persistent cough, a high temperature and/or a loss of taste or smell. However, 24% of cases (221) were asymptomatic.
- 2.5 The majority of reported cases have been in primary or secondary school settings. The number of cases in Primary schools has fluctuated week-on-week, but remains high at an average of 70 cases per week. Reported cases in secondary schools steadily declined over a four week period with the highest number of cases each week consistently being seen in Key Stage 3. The overall rate of positive cases is higher in the secondary age group when this is considered within the context of the overall school population as there are fewer pupil in secondary schools than primary schools.
- 2.6 A total of 17,198 children and 1,185 staff have been told to self isolate as a result of COVID-19 during this period. Data also shows that the numbers of children being required to self isolate in response to a positive case of a child or adult in school have significantly reduced as consequence of schools refining their approach to identifying close contacts, reducing bubble size and the times that bubbles mix. In most cases reported a high proportion of schools are making their own independent decisions on identifying contacts of reported cases and instructing to self-isolate.

2.7 Information on positive cases in schools and early years settings since 16/11/20

WEEK ENDING	TOTAL POSITIVE CASES	POSITIVE CHILDREN	POSITIVE ADULTS	ISOLATING CHILDREN	ISOLATING ADULTS
20/11/20	183	121	62	3715	196
27/11/20	209	132	77	3965	319
04/12/20	177	123	54	3049	258
11/12/20	175	110	65	3647	234
18/12/20	160	88	72	2817	178

2.8 This data can be further broken down to understand the positive test results over the 5 week period as follows (excluding visitors and supply staff)

Early Years	Primary	Secondary	Special	All Through	Sixth Form
32	355	335	51	53	59

2.9 The Population Health Team are now currently working on using the data reported by schools to identify themes/trends and cross reference with data held by other teams. As the online form that schools use to report cases can be amended as needed, it is envisioned that questions will be added that may assist with the reporting on mass testing to understand impact on schools, attendance, staffing etc.

3.0 School Attendance

3.1 Overall, headteachers continued to report through the Autumn term that schools are generally calm with children responding really positively to the changes and engaging well with their learning. For the first half of the Autumn term school attendance was 94% if the x code which is the mark given to pupils who have to self isolate is discounted. The breakdown of pupil absence across schools compared to half term 1 in 2019 is shown in the table below.

	Absence (discounting x code) HT 1 2020	Absence HT1 2019
Primary	5.10%	3.1%
Secondary	6.41%	4.52%
Special	16.24%	12.14%

3.2 Weekly attendance data since half term shows that attendance in schools has continued to be around 94%. The numbers are lower in special schools and in general for pupils with Education health and care plans (EHCPs). This mainly due to parent/carers concerns about sending children into school while infection rates in Manchester have been high. The table below shows absence rates for children with EHCP by school type compared to the same period in 2019.

EHCP	Absence HT 1 2020	Absence HT 1 2019
Primary	9.6%	7%
Secondary	12.4%	8.3%
Special	15.48%	9.76%

- 3.3 The attendance team has continued to provide support for schools and parents/carers regarding school attendance. This has included providing attendance advice sessions for schools in December and members of the attendance team have also attended school cluster meetings over the last half term alongside staff from other services. Schools, attendance officers in the Early Help hubs and the attendance team are all continuing to work to alleviate concerns and support children back to school. However, there continues to be parental anxiety about sending children to school due to Covid-19 there has been a significant increase in enquiries about elective home education as a response to this.
- 3.4 **Virtual School attendance** - There has been a positive school attendance picture since the start of the Autumn Term for Our Children and Young People in Reception to Year 11. Where Our Young People are absent for coronavirus related reasons the Virtual School is asking Designated Teachers to provide more information within the young person's electronic PEP about the reasons for their absence and about the remote learning offer that they are accessing whilst unable to physically attend school. Overall attendance has continued to improve each week. Primary school attendance is up to 95.7%, and secondary school is 92.1%. Special school attendance did drop a little but in the last 2 weeks of the term attendance has continued to be above 80%. The number of young people with attendance below 90% has decreased.

4.0 Elective Home Education (EHE)

- 4.1 As previously reported, the numbers of families requesting to home educate their children has continued to increase and is 114% higher than at the end of the Autumn term last year - the total of new notifications for this term is 146 compared to 68 in Autumn term 2019. The overall number of children home educated is now 545 (this includes new notifications and those that are deemed as offering suitable education). As a result of this, there has been some additional resource made available to the team to ensure that all new notifications are dealt with in line with our policy.
- 4.2 There have also been some new trends and variations compared to previous years. Reasons for Electing to Home Educate are as follows with the majority of cases related to Covid-19 and lockdown in some way:-
- Some parents have enjoyed extra time spent with their children over Lockdown and are now choosing EHE to continue to build on positives, such as closer relationships, ability to focus more on child's talent's and interests, improved mental health & reduced anxiety.
 - The above applies to some parents of children with EHCPs who perceive that their children, especially those diagnosed with Autism or Anxiety are calmer in the home environment

- Parents of children who had previously suffered from isolation or bullying in schools have also noticed their children appeared happier during Lockdown
- Some parents are choosing EHE due to their anxieties about Covid-9 and fear that children attending school may bring the infection into the family. The majority of these intend EHE to be short term.

4.3 There also appears to be an increase in the proportion of Black Asian and Minority Ethnic families choosing to home educate, especially from Asian backgrounds. It is noticeable that there has been an increase in the proportion of EHE deemed suitable. All parents, having gone through Lockdown, have a much better idea of what EHE entails than in previous years. There has also been an increase in free resources available eg the Oak Academy. There appears to be an increase in parents paying for online tuition eg Interhigh or tuition centres such as the Salafi (which offers up to 15 hours per week). The Manchester College part-time offer is of real benefit to Year 10s and Year 11s and there has been very positive feedback from both parents and young people about this offer. In previous years, the majority of students have gained qualifications in English and Maths and been supported to progress to Post-16.

4.4 We have asked our headteachers to work with parents to ensure that they fully understand that by electing to home educate, their child will be removed from a school roll and will therefore not access the school's remote learning offer. All new cases are then being contacted by officers from Education who also discuss with parents the reasons why they want to home educate and ensure that parents who are not sending their child to school because they are anxious about this, understand their options and the implications of home education. The team also provide information to parents on home education and establish whether the education provided by the parent is suitable for the child.

4.5 For parents who do want to home educate, Manchester has a strong policy on EHE which is in line with DFE guidance for Local Authorities and for parents. Education officers contact all families both on initial notification of the decision to home educate and at least on an annual basis to assess suitability. Information is requested from Social Care, Health and previous school, as well as from parents, as part of the assessment. Parents are also sent newsletters and invited to networking events.

4.6 Arrangements are in place through the Admissions Team to return children to school should elective home education be deemed as unsuitable.

5.0 Exclusions

5.1 As previously reported, initially schools reported that behaviour in schools was good. Certainly the numbers of permanent exclusions during the first half of the Autumn term were significantly lower than previous years. However, during November there were a few exclusions from schools, with most due to persistent disruptive behaviour with schools stating that excluded pupils were

consistently breaking rules in place to reduce the risk of infection. Overall, in the Autumn term the numbers of permanent exclusions was 29. This includes 9 from schools outside the City. This is still an improved picture and an overall reduction of 15 when compared to Autumn term 2019. There have been no permanent exclusion of our children and young people or permanent exclusions from special schools.

6.0 Remote Learning

6.1 Where a class, group or a small number of pupils need to self-isolate, or local restrictions require pupils to remain at home, it is a statutory requirement that schools have the capacity to offer immediate remote education. This requirement has been in place since September, when schools fully opened to all pupils. The DfE guidance surrounding contingency planning for remote education has been updated and clarified several times throughout the Autumn term, the most recent being 3 December 2020 where it was specified that schools are expected to:

- set assignments so that pupils have meaningful and ambitious work each day in a number of different subjects
- set work that is of equivalent length to the core teaching pupils would receive in school, and as a minimum:
 - primary: 3 hours a day, on average, across the school cohort
 - secondary: 4 hours a day, with more for pupils working towards formal qualifications this year
- provide frequent, clear explanations of new content, delivered by a teacher or through high-quality curriculum resources or videos
- have systems for checking, at least weekly, whether pupils are engaging with their work, and inform parents immediately where engagement is a concern
- gauge how well pupils are progressing through the curriculum using questions and other suitable tasks, and provide feedback, at least weekly, using digitally facilitated or whole-class feedback where appropriate
- enable teachers to adjust the pace or difficulty of what is being taught in response to questions or assessments, including, where necessary, revising material or simplifying explanations to ensure pupils' understanding

6.2 Thanks to the dedication of Manchester's teachers and school leaders, remote education is being delivered in all our schools when it is needed. This provision is being continually improved in line with expectations and emerging best practice. Our engagement with school leaders, concerning their remote provision, always takes into account the circumstances of the school and its pupils, including staff and pupil absences related to coronavirus.

6.3 To support schools in developing their remote learning provision, one of the Senior Schools Quality Assurance Officers (SSQA) has led two primary and two secondary focussed webinars to facilitate the sharing of good practice amongst schools in the city and provide specific training. Approximately 15 high schools and 50 primary schools attended. The webinars included:

- Disseminating the DfE guidance for remote learning and exploring the national support available for this.
- Input from a representative from the EdTech Demonstrator (funded by the DfE) which addresses tech led solutions. Their offer of support was outlined, and a number of schools have since taken up this offer.
- Sharing best practice from targeted schools, which were identified through our quality assurance processes.
- Using scenarios to explore the pros and cons of a variety of remote learning strategies, that could be implemented if needed.
- Sharing first hand experiences of dealing with bubble/class/year group closures and implementing remote learning.
- Exploring virtual platforms used for live lessons.
- Strategies to provide feedback to pupils when self isolating.
- Training from eSafe in online learning and safeguarding.

6.4 In the new year, the next series of webinars will focus on:

- Remote learning and SEND
- Dealing with safeguarding concerns when pupils are isolating
- Parental engagement.

6.5 A number of cluster headteacher meetings have taken place throughout the Autumn term and a thread through these meetings has been discussions of how schools are seeking to meet the government requirement for remote learning. Headteachers have compared effective practice and shared resources and approaches that others have then explored.

6.6 Central to our school's Quality Assurance process is the universal offer of a Quality Assurance visit from skilled Quality Assurance Professionals (QAP). It is an expectation that schools work with a Local Authority approved QAP, or with an externally appointed colleague with the same level of expertise, in evaluating strengths and areas for development in schools. The reports produced as part of this process are shared with the Local Authority which ensures that we have a secure knowledge of our schools. In order for us to be assured that schools are adhering to the DfE requirements regarding remote education, three questions were central to the autumn term QA visit.

- 1) Should the need arise, what contingency plans are in place that allows access for all pupils, to high-quality remote education resources, that are linked to the school's curriculum expectations? (Regardless as to whether pupils have online access or not.)
- 2) How will remote learning allow for interaction, assessment and feedback?
- 3) Recognising that younger pupils and some pupils with SEND may not be able to access remote education without adult support, how are leaders working with families to deliver a broad and ambitious curriculum?

6.7 To date, 123 schools have had their QA visit and their link SSQA has analysed the reports submitted. 100% of all QA reports demonstrate a remote learning offer and an extended curriculum offer including for SEND. It is

evident that when QA visits took place very early in the term, the remote offer was of more variable quality and this offer has developed as the term has progressed. All QAPs provided support and challenge where improvements were needed.

- 6.8 A common challenge identified through the QA reports is the issue of access to appropriate IT not only laptops/computers but also reliable broadband connections. In many cases families are sharing one device between them, which might be a phone, and so children are not able to access the device for any length of time each day. Many children in the City also do not have access to a suitable space to do their work at home. For some schools they have found a more paper based approach is more suitable as a way of providing remote learning. Some schools loaned significant IT resources to pupils and additionally dongles have been provided to ensure more reliable broadband connections. The reports also show that a range of programs are used to support learning, e.g. purple mash, TT Rockstars.
- 6.9 As we would expect, the approaches seen in schools has been bespoke to their situation. In many cases this has been informed and refined by the strategy being put into place where positive Coronavirus cases have resulted in bubbles/groups of pupils being required to self-isolate. Some of the features that have been reported by QAPs are captured in the bullet points below.
- Several schools have included remote learning as part of CPD/appraisal cycle to support rapid upskilling required.
 - Communicating with staff the non-negotiables of the remote learning offer to ensure consistency across the school.
 - Specific 'blended learning leaders' have been appointed. They have consulted with Faculty Leaders on how to deliver blended learning to ensure leader buy in and ownership of strategic decisions
 - Student and / or parent surveys have been carried out to assess needs and ensure the school has enough technology to meet these.
 - Detailed planning responsive to context, particularly considering digital poverty.
 - Faculties / departments have a trained Digital Champion who has cascaded training. Staff now more confident to record PowerPoints via Zoom or record lessons via MS Teams and share with pupils isolating.
 - Use of a blend of online platforms (many using Google Classroom / MS teams) and 'hard copy' resources.
 - Staff and pupils being trained in using the online platforms.
 - Use of school website to share the remote learning offer.
 - Support for parents with home learning.
 - Resources used in the classroom being informed by resources used in remote learning so that pupils see a blended approach to learning.
- 6.10 Interaction, assessment and feedback to pupils when they are accessing a remote offer has included:
- A live registration to start the day and a live activity to finish the day;

- In many cases teachers had significant regular contact with the pupils in their class whilst taking part in remote learning;
- Use of self-marking programmes such as Hegarty Maths;
- Live lessons – simultaneous feedback;
- Using AVI (robots) to support learning;
- Teaching Assistants communicating feedback to pupils;
- Uploading work to online platform;
- Selectively accessing resources from the DfE sponsored on-line Oak Academy;
- Work packs being brought back to school and marked after quarantining them;
- Class dojo used to share messages with parents and dojo portfolio used to share work from EYFS;
- Marking work remotely via Teams or OneNote;
- Seasaw and Tapetstry have proved useful platforms for younger learners in primary school;
- High schools have been utilising the facility within a number of platforms for monitoring times students are actually engaged in learning and have used this then to target support for those who seem to be less engaged;
- High schools have successfully provided live lessons across the whole range of national curriculum subjects. This included a specific example of curriculum enrichment activities on Fridays.

6.11 **Pupils with SEND:**

Many staff were in contact throughout lockdown with pupils who have special educational needs. Many SEND Coordinators (SENDCO) coordinated all of the work for pupils in school with special educational needs and contacted parents to discuss tasks and offer support as to how these might be completed. Different devices were provided to support the specific needs of pupils. In addition to this schools reported that:

- Pupils were assigned a keyworker who offers support.
- Teaching Assistants continued to support specific pupils via online platforms.
- Use of Oak National Academy SEND resources
- Practical activities and resource packs provided for pupils and parents to engage in.
- Training provided for parents re how to help their children learn through play / experiential learning.
- Special schools have strived to ensure some therapy sessions can still be provided on line e.g. working closely with Nordoff Robins Music Therapist.

7.0 **COVID winter grant**

- 7.1 On 8th November the government announced that they were making £170m available to Local Authorities as part of a COVID winter grant. The objective of this grant is to provide support to vulnerable households and families with children affected by the pandemic throughout winter period and where alternative assistance is not available. Local Authorities have the flexibility to

develop a local approach that best fits this objective. Items covered by this grant include food, energy, water, and other financial support. The grant covers the period from December to end of March 2021.

- 7.2 Manchester's grant allocation is £2.581m. At least 80% of a local authority's spend on the grant must be on families with children including pre-school and children up to and including age 19 (on 31st March 2021) - £2,065m of Manchester's grant. Up to 20%, £0.516m can be used on residents without children and this includes young people who are care leavers and those with special educational needs.
- 7.3 Executive committee approved the decision to prioritise the provision of supermarket vouchers for children eligible for benefit related free school meals and other financially disadvantaged children and young people during the two week Christmas holiday and February half term. The preferred option was to purchase a range of supermarket vouchers to distribute to families through schools. Although it is acknowledged that there are many benefits to making a cash payment to families, previous experience has shown that this is resource intensive to set up and more expensive to administer. In addition, by purchasing the vouchers centrally, the Council were able to lever some additional social value from supermarkets with a strong reach across the City.
- 7.4 The Council went out to the main supermarkets in the City with an ask for approximately 34k food vouchers worth £15 per week to the value of £1.6m to cover Christmas holidays (2 weeks) and February half term (1 week). Three supermarkets responded and could deliver the vouchers in the required timescales; Aldi, Tesco and Morrisons. Schools and settings were asked to identify the children and young people and distribute the supermarket vouchers. In addition, they had the option of sourcing their own vouchers if they already had links with local supermarkets or shops. Internal Audit developed guidance to assist schools to develop an auditable process for storing and distributing the vouchers. Support for the safe distribution of vouchers to schools ready for them to distribute to families during the last week of term was agreed with Mitie as part of their social value contribution.
- 7.5 The following children were eligible for a voucher - all children eligible for benefit related FSM which based on October census was approximately 32.4k children and young people. Families eligible for free school meals is currently 37% of our school population and has increased by 2k since the outbreak of the pandemic. In addition, children who currently do not access FSM but met the following criteria were also eligible for assistance:
 - Children of families that are classed as no recourse to public funds;
 - Young people in year 12/13 provision whose family meet the criteria for FSM or they accessed FSM when under 16;
 - Children in vulnerable families known to the school who are outside of the scope of FSM but where it is identified through an early help assessment that they require support during the school holidays;

- Children under 5 in early years whose family meet the criteria for FSM and may be vulnerable during the closure of provision (including EY settings), this includes:
 - Any two-year old's eligible for funded Early Years places
 - Nursery and reception (non-statutory) pupils in school that the school has identified as FSM
 - Any nursery age child in a setting that was previously a funded two-year-old
 - Any under two that has involvement with a statutory service e.g. known to social care.

7.6 Overall, for the Christmas period 7288 vouchers were provided to children in the Early years, 19,622 vouchers were distributed by schools from the Council scheme and a further 14,471 children received vouchers through schools who arranged their own scheme. Direct funding was also provided to post 16 colleges in the City for 1400 young people who previously accessed free school meals. This process will be repeated for the February half term holiday.

8.0 Testing in Schools

8.1 Just before the end of term, the Government announced that from 4th January, they would be introducing testing in secondary schools and colleges. This includes using lateral flow testing to do daily testing of the close contacts of confirmed COVID-19 cases, in order to reduce the numbers of pupils and staff who are required to self isolate at home and weekly testing of all pupils and staff to reduce virus transmission by identifying asymptomatic cases. Secondary schools and colleges have been prioritised for this due to the higher rates in infection in this phase of Education. The plan is that primary schools will be included later in the half term.

8.2 Lateral flow tests are rapid turnaround tests that can process COVID-19 samples on site without the need for laboratory equipment in approximately 30 minutes. They can be undertaken by non-medically qualified individuals trained on how to administer the test and read results. A positive lateral flow test requires a confirmation test via a standard PCR test (where a test result is obtained/analysed in a Laboratory).

8.3 The Government propose to provide to support to schools for testing in the following ways:

- Provision of all test kits, PPE and training, as has been provided in other settings such as care homes and universities - the plan is that these will be sent out to all secondary schools on 4th January .
- Reimbursement of reasonable costs for the additional workforce and resources needed to deliver the testing of students on return in January in state funded secondary schools and colleges – this will be calculated through the use of a tool which will calculate additional funding required based on school pupil and staff numbers.
- Armed forces personnel will support directly through planning with schools and colleges where additional support is required.

- Guidance and training for schools including webinars, videos, detailed operating procedures and letter templates and access to a DFE helpline.
- A tool will be developed which will support schools to calculate some of the logistics of setting up a testing area and the numbers of staff required to administer testing as part of a dedicated testing team as specified by the DFE.

8.4 The intention is that pupils and staff would use the tests themselves under supervision to take a nasal and throat swab in a dedicated testing area in their school. At this stage it appears that the expectation is that non-teaching staff and volunteers will be responsible for analysing the lateral flow tests and provide administration for the process. Pupils and parents will need to provide consent for this. Further advice and guidance have been provided by the DFE including training materials, consent letters and an updating handbook on testing.

8.5 Prior to the Government's announcement, Education colleagues were working alongside Public Health colleagues to begin to plan for the roll out of testing in schools. This work is still ongoing whilst further clarifications about the process are sought and meetings with secondary headteachers are scheduled for the 5th of January to discuss this planning, the impacts and logistics of the proposals and any guidance provided in the interim.

8.6 While there is general support for the roll out of testing in schools, the fundamental concerns at this point are the resourcing and operational challenges of testing in schools at this scale including the space to do tests, storage of tests, finding time in the school day and finding additional staff to form the testing teams. Although there is additional funding available for schools it is not yet clear how this be calculated using the tool and what this is based on.

9.0 Conclusion

9.1 It has been an extremely busy and challenging time for all our school leaders and school staff who have worked incredibly hard to ensure that our schools have remained open, COVID secure and safe with high numbers of children and young people attending each day. Throughout the Autumn term, there have continued to be positive cases of COVID-19 each week, although these did appear to reduce at the end of term. These positive cases have resulted in significant numbers of children and adults having to self isolate and the new arrangements for track and tracing have improved our ability to monitor and respond to this. Where pupils have been unable to attend, we are confident that there is a remote offer in place which children can access at home, although this is certainly not a substitute for the learning and other benefit of children of attending school and there continues to be concerns that because of this Manchester's children will be significantly disadvantaged in summer assessments and examinations (appendix 1).

9.2 The introduction of testing for schools in Spring is welcome if it will reduce the numbers of children who are required to self isolate and reduce the spread of

infection. However, this is a huge operational task for schools to undertake and it needs to be properly resourced and with sufficient time to plan. We will be working with our secondary schools in the first week of term to identify what is achievable and where they may need additional support from the Council in order to achieve testing at scale.

10.0 Recommendations

- 10.1 The committee is asked to recognise the challenges faced by school leaders at this time and discuss the measures being taken by schools and colleges to increase school attendance, provide remote learning for children not able to attend school due to COVID and respond to Government guidance in particular in relation to mass testing of staff and pupils. The committee is also asked to comment on the support provided by the Local Authority for schools and note that over 40,000 children and young people were supported with food vouchers or other support over the Christmas break.

APPENDIX 1 – Summary of revised assessment and reporting arrangements for 2021

The Secretary of State issued a press release early December 2020 announcing Extra measures to support students ahead of next summer's exams. The release covered changes to the approach to secondary and primary assessments for the summer of 2021. There appears to still be more work to do regarding how to address the issue of pupils attending schools in areas such as Manchester, where they have missed significant amounts of time in school compared to peers in other parts of the country. This continues to be our feedback to OFQUAL and the DFE. It has been announced that school-level data from the KS2 national curriculum assessments will not be published in performance tables in 2021, and therefore it is likely that there will not be access to any validated comparative school and Local Authority performance tables again in 2021

Early Years Foundation

- For the majority of Manchester Primary Schools there is no change in the assessment of the Early Years Foundation profile; this remains teacher assessment which is then externally moderated.
- However there are a number of schools who are 'early adopters' of the Early Years Foundation stage reforms and they will follow the early adopter framework.

Yr 1 Phonics screening

- The cancellation of the phonics screening check in June 2020 means that year 2 pupils did not take the check in year 1. Schools are administering a past version of the phonics screening check to year 2 pupils and return results by December 2020 to their LA.
- Year 1 phonics screening check to take place - week beginning 7 June 2021. If pupils are absent, or are unable to take the check, schools may administer the check to them until Friday 25 June.

Key Stage 1 Assessments

- The KS1 tests have been suspended for 2021.
- Schools need to submit Teacher Assessments for reading, writing and maths

Key Stage 2 Assessments

- The KS2 English grammar, punctuation and spelling test has been suspended for 2021
- Reading, Writing and Maths Assessments **will continue** as in previous years with **assessment papers for Reading and Maths** and teacher assessments for Writing.
- In 2021, schools do not need to make or submit teacher assessment (TA) judgements for pupils in science.
- Schools must administer the tests according to the statutory timetable unless an application for a timetable variation has been approved. The timetable

variation period has been extended to give greater flexibility to schools if pupils cannot take the tests on the scheduled dates because of coronavirus disruption.

- In 2021, schools may make an application to administer the KS2 tests to pupils up to 10 school days after the dates specified in the test timetable
- **Eid al Fitr is expected to begin on the evening of Wednesday 12 May. Schools may use timetable variations to reschedule the KS2 tests for pupils who will be absent.**
- Introduction of the statutory multiplication tables check (MTC) has been delayed until the 2021/22 academic year.

Changes to KS4 and KS5 Examination/Assessment, 2021

The following extra measures for KS4 and KS5 assessments were announced on the 3rd December 2020 by the Secretary of State:

Three week delay to exams to free up additional teaching time:-

- more generous grading than usual, in line with national outcomes from 2020, so students this year are not disadvantaged;
- students receiving advance notice of some topic areas covered in GCSE, AS and A levels to focus revision;
- exam aids - like formula sheets - provided in some exams giving students more confidence and reducing the amount of information they need to memorise;
- additional exams to give students a second chance to sit a paper if the main exams or assessments are missed due to illness or self-isolation;
- a contingency plan meaning that if a student misses one or more exams due to self-isolation or sickness but have still completed a proportion of their qualification they will still receive a grade;
- in the extreme case where a student has a legitimate reason to miss all their papers, then a validated teacher informed assessment can be used, only once all chances to sit an exam have passed;
- a new expert group to look at differential learning and monitor the variation in the impact of the pandemic on students across the country.
- Vocational and technical qualifications will also see adaptations to ensure parity between general and vocational qualifications. Some vocational qualifications will require more varied adaptations due to the different qualification types.

The DFE has stated that they will set out further detail on this process, and on adaptations to exams, in the new year.

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 13 January 2021

Subject: Our Manchester Strategy Reset – Draft Strategy

Report of: Strategic Director of Children and Education Services

Summary

This report provides an update on the draft *Our Manchester Strategy – Forward to 2025* reset document. A draft of the reset Strategy is appended to this report.

Our Manchester Strategy – Forward to 2025 will reset Manchester's priorities for the next five years to ensure we can still achieve the city's ambition set out in the *Our Manchester Strategy 2015 – 2025*.

Recommendations

The Committee are asked to:

- 1) consider the draft *Our Manchester Strategy – Forward to 2025* and provide comments to inform the final version; and
 - 2) subject to the Committee's comments, agree that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.
-

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city	
Achieving Manchester's zero carbon target is reflected throughout the work on the <i>Our Manchester Strategy</i> reset and will be clearly captured in the final reset document.	

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The reset of the <i>Our Manchester Strategy</i> considers all five of the Strategy's existing priorities to ensure the city achieves its outcomes.

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):

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.

Our Manchester Strategy Reset - Engagement Activity and Findings, Resources and Governance Scrutiny Committee (November 2020)

Our Manchester Strategy Reset - Timescales, Resources and Governance Scrutiny Committee (October 2020)

COVID-19 Forward Recovery Planning, Executive (May 2020)

Our Manchester Strategy 2016 - 2025

1.0 Introduction

- 1.1 This report provides an update on the Our Manchester Strategy reset. A draft of the reset Strategy - *Our Manchester Strategy – Forward to 2025* – is appended. The Committee are asked to comment on the draft reset Strategy and, subject to their comments, agree that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.
- 1.2 During January 2021, the draft reset Strategy is also being consider by Communities and Equalities Scrutiny Committee; Economy Scrutiny Committee; Health Scrutiny Committee; Neighbourhoods and Environment Scrutiny Committee; and Resources and Governance Scrutiny Committee.

2.0 Background to the Our Manchester Strategy reset

- 2.1 On 6 May 2020, the Executive agreed for a reset of the *Our Manchester Strategy 2016 - 2025* to be undertaken as part of the Council's COVID-19 recovery planning.
- 2.2 Using the learning from the development of other recent strategies, such as the Our Manchester Industrial Strategy, it was agreed that a mixed methods approach would be undertaken to develop the Our Manchester Strategy reset. As well as analysing quantitative data and recent literature, engagement activity would be undertaken based on the Our Manchester approach with residents, businesses, organisations and partners to develop a qualitative evidence base, which would be analysed to establish key priority themes.
- 2.3 The majority of engagement activity ran from 3 August 2020 - 25 September 2020. Approximately **3,800 people have been directly engaged** with and had their views captured during this activity. This compares favourably to the original Our Manchester Strategy engagement in 2015 when approximately 2,000 people were directly engaged, and is higher than other recent similar Council activity.
- 2.4 Despite COVID-19 restrictions, the activity captured a range of voices across all of Manchester's communities and neighbourhoods by using different methods which were adapted to suit the engagement opportunity. As well as a universal offer, this included targeted engagement with our residents who haven't traditionally engaged with the Council online, as well as those who are likely to be particularly hit by COVID-19. Targeted engagement was designed with Voluntary and Community Sector organisations and community groups to ensure it would reach these communities via a method that best works for them and to help build a longer-term relationship.
- 2.5 A report on the engagement activity, the method undertaken with each cohort and the findings from it was considered by Resources and Governance Scrutiny Committee on 3 November 2020; the report can be accessed here: <https://democracy.manchester.gov.uk/ieListDocuments.aspx?CId=137&MId=3400&Ver=4>

3.0 Our Manchester Strategy – Forward to 2025

- 3.1 The reset Strategy has been drafted based on the findings of the extensive engagement activity undertaken, which captured our communities' opinions on the city's progress to date, and the remaining challenges and opportunities facing Manchester.
- 3.2 Following the engagement activity, the priorities our residents, businesses, organisation and partners said they would like to see a renewed focus on for the next five years form the basis of Sections 3 and 4 of the draft reset Strategy. These priorities include: young people; economy; health; housing; environment; and infrastructure; with equality and inclusion as a cross-cutting theme. As such, the draft Strategy fully reflects the priorities of our communities.
- 3.3 The reset of the Strategy has been overseen by the Our Manchester Forum, a partnership board of stakeholders from across the city who oversaw the creation of the original Strategy in 2015 and its subsequent implementation. The draft reset Strategy incorporates their feedback on the engagement analysis, emerging priorities and the document's structure. This includes retaining the original Strategy's five themes (Thriving and Sustainable; Highly Skilled; Progressive and Equitable; Liveable and Low Carbon; and Connected) and streamlining the new priorities under these themes. The Our Manchester Forum asked for the reset to be linked back to the original Strategy with the use of 'We Wills' to frame the priorities. The Forum also requested that, whilst the reset Strategy should continue to set the city's vision and priorities to 2025, the document reflects the need for an immediate response to COVID-19 as priorities arise; this can be seen in section 2 of the draft reset Strategy.
- 3.4 The reset Strategy has been drafted to be a concise document; this in response to feedback from partners that the original Strategy was too long and that too many priorities (64 We Wills) dilutes the overall vision. Although it is concise and does not reference specific cohorts or sectors, the reset Strategy's priorities are holistic and matter to everyone in the city. The reset Strategy can now be used as an accessible framework to apply to all areas of work; all work going forwards should address these priorities.
- 3.5 The title *Our Manchester Strategy - Forward to 2025* has been chosen to show the direct link to the original Strategy whilst reflecting the collective action needed to achieve its ambitions by 2025.
- 3.6 Considering the above, the Committee are asked to comment on the attached draft reset Strategy.

4.0 Final Design and Communications

- 4.1 Once the draft reset Strategy text is finalised, it will be designed into a visual and accessible digital document. This will use the Our Manchester branding, which was refreshed in 2020.

- 4.2 Alongside the final reset Strategy document, a complementary one page 'Executive Summary' will be developed. This will be a plain English 'plan on a page'-type document to be used to communicate the Strategy's key priorities to a range of audiences, including residents and Council staff.
- 4.3 To ensure that all those who participated in the engagement are informed of how it shaped the new priorities and refreshed document, a social media messaging and a campaign plan will be developed. A partners' communications toolkit will also be developed as part of this to support clear and consistent messaging across the city and to aid partnership working on the priorities.
- 4.4 A partnership launch event with the Our Manchester Forum is being planned for March 2021; the format of this will consider any ongoing public health and social distancing restrictions.

5.0 Next Steps

- 5.1 Following the consideration of the draft reset Strategy at this Committee and the five other Scrutiny Committees, it will be revised to take into account the Committees' comments.
- 5.2 It is recommended that the Committee agree that the final version of the reset Strategy is taken for consideration by the Executive in February 2021.
- 5.3 Subject to the Executive, the final reset Strategy will be presented to Full Council on 31 March 2021 for adoption of the Strategy.

6.0 Recommendations

- 6.1 The Committee are asked to consider the draft *Our Manchester Strategy – Forward to 2025* and provide comments to inform the final version.
- 6.2 Subject to the Committee's comments, the Committee are asked to agree that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.

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OUR MANCHESTER STRATEGY – FORWARD TO 2025

0. Foreword

[By Sir Richard Leese, Chair of the Our Manchester Forum; to be written]

1. Introduction

[Insert quote from engagement in final design]

The Our Manchester Strategy 2016 – 2025 sets the long-term vision for Manchester's future. It details the priorities that everyone in the city – our public, private, voluntary and community sectors alongside our residents – will work on together to make Manchester a world class city by 2025.

Over the first five years of the Strategy's implementation, Manchester has made significant progress towards its vision, going from strength to strength. However, some challenges remain, and the city now finds itself in a very different place due to the impact of the coronavirus health pandemic.

As such, halfway through the implementation of the Our Manchester Strategy, we are resetting our priorities for the next five years to 2025, acknowledging but looking beyond the current challenges, to ensure we can still achieve our ambition for the city. Throughout summer 2020, we asked people what Manchester's priorities should be; over 3,800 people responded with their view. These priorities are captured here in *Forward to 2025*.

This reset has been overseen by the Our Manchester Forum, a partnership board of stakeholders from across the city who oversaw the creation of the original Strategy in 2015 and have been monitoring its implementation ever since. Our progress is reported annually in the State of the City report.

2. Our Manchester Today

Manchester remains a place defined by its diversity, vibrancy and creativity. As we strive for a more equal and sustainable future, Manchester will continue to build upon its progressive and enterprising history.

Manchester has come a long way since the Our Manchester Strategy was written in 2015. Over the past five years, we have seen a physical transformation in many areas of the city, with new residential developments being constructed to meet the needs of the increasing numbers of people choosing to make their home here. As more businesses have invested in the city, further employment opportunities have been created for residents across all our neighbourhoods. Our residents are better connected with improved transport and can access a diverse cultural and leisure offer. As we move towards a zero carbon future, great strides have been made in

increasing recycling rates across the city and our parks have been protected and developed for all.

The annual State of the City report provides detailed analysis of the collective progress against the Our Manchester Strategy. Between 2015 and 2020, Manchester has seen:

- Population increases - Manchester is a growing and young city, with increasingly more people in the 25–39 age bracket now living in the city centre attracted by housing options and career prospects, culture and leisure amenities. The estimated population of Manchester is now 576,500 people, and the city has a 1% annual growth rate, which is twice the national rate.
- Improved education outcomes - as the population has grown, so too has the numbers of young people being educated in the city. Raising standards and attainment from primary education to further education has been a key success and driver of a more inclusive workforce. The percentage of Manchester schools judged to be good or outstanding by Ofsted is now higher than the national average, and number of residents holding a level 4 qualification has increased to 43.7% in 2019 from 39.5% in 2015.
- Increased employment opportunities - Manchester's economy has strengthened and diversified, with the fastest growing sectors of science, research and development; business and financial and professional services; and cultural, creative and digital providing new investment and opportunity. Graduates entering employment in the city provide a competitive talent base for these sectors and an incentive for new businesses to relocate to the city. The number of jobs in Manchester increased from 357,000 in 2015 to 410,000 in 2019.
- Public service reform - since the first Locality Plan was developed in 2016, Manchester has made significant progress integrating health and social care in order to improve outcomes for residents, with the development of the Manchester Local Care Organisation, Manchester Health and Care Commissioning and the Single Hospital Service. The next phase will accelerate these changes.
- Diverse cultural offer - Manchester has an increasingly broad and inclusive range of cultural activities. In 2018/19, 185,943 people and 83% of our schools took part in cultural and creative activities, with events taking place across all of the city's wards. Central Library is the most visited UK library, with over 2 million visits in 2019/20.
- International outlook - Manchester is an internationally renowned place to study and a popular destination for domestic and international visitors, being the 3rd most visited city in the UK after London and Edinburgh. The visitor economy has been a key driver in the city's economic success and has been supported by Manchester Airport, an international gateway. Passenger numbers at Manchester Airport rose by 6.3 million from 2015 to peak at 29.4 million in 2019, before the significant reductions due to COVID-19 restrictions in 2020.

Whilst Manchester has made great progress in many areas, some of the key challenges set out in the original Strategy remain; these will require continued focus in the coming five years:

- Health – despite some recent improvements, Manchester still has amongst the poorest health outcomes in the country, such as healthy life expectancy of below 58 years and high rates of deaths from cancer, heart and respiratory illnesses. Significant health inequalities remain within the city, which have been exacerbated by COVID-19: life expectancy at birth is 7.3 years lower for men and 7.8 years lower for women for those who live in the most deprived areas of the city compared to the least deprived areas.
- Poverty - in March 2019, 45,150 children under 16 (41%) were estimated to be living in low income households; this compares with the national average of 30%. These high levels of deprivation impact upon physical and mental wellbeing and life outcomes.
- A fair economy - a gap between employee and resident wages remains, and too many residents are in insecure employment. Fewer Manchester residents (78%) earn at least the Real Living Wage than those who work in the city (87%), and half of residents with no or low qualifications are unemployed. The claimant count for residents doubled between March and August 2020. Ensuing that residents can access good employment opportunities in the city is critical to developing a more inclusive economy.
- Affordable housing - Manchester has committed to delivering 32,000 new homes by 2025; it is essential that this includes a range of affordable homes across the city to support diverse and inclusive neighbourhoods.
- Climate change - the city has committed to becoming zero carbon by 2038 at the latest and Manchester City Council declared a Climate Emergency in July 2019. The pace of change now needs to accelerate for the city to play its role in addressing this global challenge and deliver a green recovery from COVID-19.
- European Union Exit - the uncertainty of the UK's departure from the European Union presents a challenge for many of our businesses and our communities.

Along with the rest of the world, in 2020 Manchester has faced the unprecedented challenge of COVID-19, the single biggest public health crisis for a century. Along with the significant health challenges this has brought, we have seen an increase in unemployment, greater usage of food banks, a rise in loneliness and mental health concerns, and a huge impact on our children and young people whose education, training and employment opportunities have been disrupted.

Whilst this Strategy sets out the five year vision and priorities for Manchester, we must work swiftly to address the most pressing issues arising from the pandemic as we continue to live with and recover from COVID-19. For some of Manchester's communities, these are not new challenges, but they have been magnified. COVID-19 has disproportionately affected our Black, Asian and Minority Ethnic communities, those on low incomes, and our residents with disabilities due to higher incidences of underlying health conditions and occupational risks. As uncertainty and

unemployment have increased, the importance of tackling the underlying causes of poor health, deprivation and poverty and ensuring equal access to the best education have been brought to the fore.

However, COVID-19 has also highlighted some of Manchester's strengths and provides opportunities to drive further progress. Communities have come together to support each other. The national recognition for the 'key workers' that kept the city moving as the world stood still is a platform to push for improved pay, working conditions and progression opportunities. The reduction in commuting has led to cleaner air. More residents have been utilising the green space on their doorstep and supporting local businesses.

Manchester is optimistic that we can overcome these challenges and build on our opportunities. In the coming five years, as we work to support the city to recover from COVID-19 and achieve our long term aspiration by 2025, we must ensure that investment, growth and new opportunities reach all our neighbourhoods and communities, particularly those most in need. Success in Manchester is intrinsically linked to Greater Manchester, the North West and Northern Powerhouse; the Government's plans to level up the country will present opportunities for investment and development to benefit the city and the wider North as a whole.

3. Our Future Manchester

[Insert quote from engagement in final design]

As in the Our Manchester Strategy, our vision remains for Manchester to be in the top flight of world class cities by 2025, when the city will:

- Have a competitive, dynamic, sustainable and fair economy that draws on our distinctive strengths in science, advance manufacturing, and culture, creative and digital businesses – cultivating and encouraging new ideas
- Possess highly skilled, enterprising and industrious people
- Be connected, internationally and within the UK
- Play its full part in limiting the impacts of climate change
- Be a place where residents from all backgrounds feel safe, can aspire, succeed and live well
- Be clean, attractive, culturally rich, outward-looking and welcoming

This is an ambitious vision for Manchester. In order to successfully achieve it, we need to refocus our priorities on key areas that address the challenges and build on the opportunities the city now faces whilst ensuring equality, inclusion and sustainability are at the heart of everything the city does. This ambition will only be achieved if everyone works together, building on Manchester's strong history of partnership working. As such, we asked the people of Manchester what the city's priorities should be.

During summer 2020, we listened to over 3,800 people tell us what Manchester means to them, what improvements they have seen, what existing challenges they

face, and what they want to see in the future. This built upon the conversations started across the city in 2015 and our continued commitment to maintain ongoing relationships with our communities. We heard from a diverse range residents and communities from all areas of the city: people who work, volunteer and study here; people who were born and raised here; and people who have chosen to make a life for themselves and their family in the city. We supported people to communicate in a way that worked for them.

We listened and overwhelmingly heard that people care about equality and making sure that everybody has the same opportunities to progress, recognising that some people need more support along the way to reach their full potential. We heard that being a fair and open city that respects and celebrates our differences matters in Manchester. We heard that we must not shy away from difficulties and must find new ways of working to address the challenges facing our communities. From climate change to tackling inequality, there are some key priorities that matter to everyone in Manchester.

We heard that whether you live, work, study, volunteer or play in Manchester, we all have similar hopes and aspirations for Manchester's bright, buzzing, strong and welcoming future.

To achieve our vision, our communities want to see a renewed focus on:

- Our young people - providing investment, support, opportunity and hope for the future of the city
- Our economy - fulfilling opportunities for our residents to create and attract a talented, globally competitive and diverse workforce
- Our health - tackling physical and mental inequalities and ensuring fair access to integrated services
- Our housing - creating a choice of housing in liveable neighbourhoods across all of the city
- Our environment - pioneering zero carbon solutions and improving green space
- Our infrastructure – active, integrated, affordable and green transport system and improved digital connections

We heard that we can only achieve these things if we take pride in our people and place, and support everybody to live fulfilling, happy and healthy lives. This will mean bold action to understand and address inequalities to provide support where it is most needed. Working together and finding new and innovative solutions will be more important than ever as we strive to improve the city for our communities. Our future Manchester will be shaped by the past to deliver a better future for all.

4. Forward to 2025 - Manchester's Priorities

[Insert quote from engagement in final design]

For Manchester to achieve its vision, we will refocus our efforts on the following priorities to 2025. Throughout each priority runs Manchester's commitment to build a more equal, inclusive and sustainable city for everyone who lives, works, volunteers, studies and plays in the city. Only by working together can we achieve our priorities and vision.

A Thriving and Sustainable City

- We will maintain Manchester's vibrancy and ensure that all our communities are included in the life of the city, no matter their age, ethnicity, gender, disability, sexuality, faith or socio-economic background.
- We will work to ensure Manchester has a strong, inclusive and innovative economy with diverse growth sectors, where our residents are recognised for their contribution via fair contracts and are paid at least the Real Living Wage.

A Highly Skilled City

- We will ensure that all of Manchester's young people have access to good quality education and will support them to be work-ready.
- We will continue to support all our residents to learn, progress, upskill and retrain so they can access the city's current and future employment opportunities.

A Progressive and Equitable City

- We will strive to create a truly equal and inclusive city, where everyone can thrive at all stages of their life and can quickly and easily reach support to get back on track when needed.
- We will improve physical and mental health outcomes and ensure good access to integrated health and care services across the city.

A Liveable and Low Carbon City

- We will create sustainable, safe, resilient and cohesive neighbourhoods, with more affordable housing, good quality green spaces, and accessible cultural and sporting facilities.
- We will achieve our zero carbon ambition by 2038 at the latest via green growth, sustainable design, low carbon energy, retrofitting buildings, green infrastructure and increasing climate resilience.

A Connected City

- We will enable increased walking and cycling, as well as continuing to develop an integrated, accessible, safe and green public transport system across the city and beyond.
- We will become a digitally inclusive city, with better digital infrastructure, access to digital technology and strong digital skills.

5. Delivering and Monitoring Our Progress

[Insert quote from engagement in final design]

As a strategy for the city of Manchester, successfully reaching our ambition will require strong partnership working and collaboration. To achieve the priorities set out in *Forward to 2025*, Manchester needs to continue to work in an Our Manchester way. Success is dependent on people and organisations in the city coming together so that their collective knowledge, skills, effort and passion can be harnessed. We must continue to put people first; listen, learn and respond; recognise the strengths of individuals and our communities; and work together to build relationships and create conversations.

Forward to 2025 is a high-level framework for action. There are a number of detailed key plans that sit underneath this Strategy which will support its delivery:

- *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* – establishes priorities for the city to create a more inclusive economy that all residents can participate in and benefit from. Intrinsic to delivering this is the *Manchester Economic Recovery and Investment Plan*, and the *Greater Manchester Good Employment Charter*.
- *Work and Skills Strategy* – aims to develop a work and skills system that meets the needs of all businesses, and enables residents from all backgrounds to obtain the skills and attributes employers require.
- *Children and Young People’s Plan - Our Manchester, Our Children 2020 - 2024* - sets out how the city will build a safe, happy, healthy and successful future for children and young people.
- *Manchester: A Great Place to Grow Older* – Manchester's vision to continue to be an Age Friendly city.
- *Family Poverty Strategy 2017 – 2022* - aims for everyone in the city to have the same opportunities and life chances, no matter where they are born or live.
- *Our Healthier Manchester Locality Plan* – details the strategic approach to improving health outcomes for residents whilst creating sustainable health and care services.
- *Manchester Population Health Plan 2018 – 2027* - long term plan to tackle Manchester’s entrenched health inequalities.
- *Local Plan* – the spatial framework for the city setting out development guidance; due to be published in 2023.

- *Residential Growth Strategy 2015 – 2025* – guides Manchester’s approach to housing development and supply.
- *Manchester Climate Change Framework 2020- 2025* - framework for tackling climate change and reducing the city’s carbon footprint
- *Green and Blue Infrastructure Strategy* - the city’s headline actions for improving green and blue infrastructure.
- *Digital Strategy* – a new plan setting out how Manchester will achieve its digital ambitions.
- *City Centre Transport Strategy* - identifies key transport policies and opportunities for future delivery.
- *Clean Air Plan* - sets out proposals to decrease air pollution in Greater Manchester.
- *Greater Manchester Strategy* - the city region’s ambition for making Greater Manchester the best place to grow up, get on and grow old.

The Our Manchester Forum will continue to be responsible for overseeing the implementation of the Strategy and monitoring its progress, which will be reported annually via the State of the City report.

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 13 January 2021

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
8 January 2019	CYP/19/05 Youth and Play Services	To request the needs analysis ranking information for the 32 wards in Manchester.	A response to this recommendation has been requested and will be circulated to Members by email.	Amanda Corcoran, Director of Education
9 October 2019	CYP/19/39 Skills for Life	To request that the Council work to ensure that, as far as possible, all settings are involved in Skills for Life, including independent schools, and that officers look into how Skills for Life could be incorporated into the contracts when Our Children are placed in non-Council-owned residential settings.	A response to this recommendation will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education
6 November 2019	CYP/19/46 Ghyll Head Outdoor Education Centre	To recommend that officers look into how Ghyll Head could be used by families whose children are on the edge of care.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Neil Fairlamb, Strategic Lead (Parks, Leisure, Events and Youth)
6 November 2019	CYP/19/46 Ghyll Head Outdoor Education Centre	To request that consideration be given as to how Members and the Friends of Ghyll Head can be engaged in the work of the Stakeholder Board.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Neil Fairlamb, Strategic Lead (Parks, Leisure, Events and Youth)
6 November	CYP/19/47 Youth Strategy	To request demographic information on the young	A response to this recommendation has been requested and will be reported	Neil Fairlamb, Strategic Lead

2019	and Engagement	people accessing youth services, particularly the youth hubs, including by ward.	back to the Committee via the Overview report.	(Parks, Leisure, Events and Youth)
6 November 2019	CYP/19/48 Youth and Play Services - Young Manchester	To request that clear information on the availability of toilet facilities, for example, in park cafes, be included on signage in parks.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Neil Fairlamb, Strategic Lead (Parks, Leisure, Events and Youth)
5 February 2020	CYP/20/11 The Council's Updated Financial Strategy and Budget reports 2020/21	To request a short note in a future Overview Report on the tendering process for the Educational Psychology service.	A response to this recommendation will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education
4 March 2020	CYP/20/16 Improving Children's Outcomes Through Collaboration and Working in Partnership in a Locality	To request further information on how the Manchester University NHS Foundation Trust is dealing with smoking around its hospital sites and to note that the Executive Member for Children and Schools will circulate a briefing note on work that is already taking place to address smoking in pregnancy.	A response to this recommendation will be reported back to the Committee via the Overview report.	Paul Marshall, Strategic Director of Children and Education Services
22 July 2020	CYP/20/26 Manchester's Transformation Plan for Children and Young	To request that school governors be included in the plans for schools and that CAMHS and the support on offer be included on the agenda of a future Chair of Governors	A response to this recommendation will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education

	People's Mental Health and Wellbeing	briefing.		
2 December 2020	CYP/20/51 Early Help Evaluation (2015 - 2020)	To ask officers to consider how Councillors could help with this work and to circulate a note to the Committee Members on this.	A response to this recommendation has been requested and will be circulated to Members.	Julie Heslop, Strategic Head of Early Help
2 December 2020	CYP/20/51 Early Help Evaluation (2015 - 2020)	To request that the Early Help Project Manager provide information on the number of families, in relation to the presentation slides on areas of the city and the sustainability of impacts.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Ed Haygarth, Early Help Project Manager

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 **4 January 2021** 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:

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Early Years & Education System (EYES) - Additional Funding (2020/09/01A) The approval of revenue expenditure for additional costs attributed to the implementation of the Liquidlogic EYES module, funded by a transfer to the revenue budget from the Capital Fund.	City Treasurer (Deputy Chief Executive)	Not before 30th Sep 2020		Checkpoint 4 Business Case	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk
Young Manchester Funding (2019/12/06A) To finalise the contract value for the continuation of funding to Young Manchester	City Treasurer (Deputy Chief Executive)	Not before 4th Jan 2020		Manchester Youth Offer Strategy	Lisa Harvey Nebil lisa.harvey-nebil@manchester.gov.uk
Youth Offer Strategy (2019/12/11B) To agree a Youth Offer Strategy for the next 3 years and complete the production of the strategy document	Strategic Director (Neighbourhoods)	13 Jan 2020		Manchester Youth Offer Strategy	

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Future model of care for Lyndene Children's Home (2020/07/24C) To agree a new model of residential, short breaks and edge of care support care at Lyndene Children's home.	Strategic Director - Children and Education Services	Not before 22nd Aug 2020		Report and Recommendation	Sarah Austin sarah.austin@manchester.gov.uk
Contract for the Provision of Children's Residential Care Services in Manchester (2020/07/24D) The appointment of a Care Provider to deliver Children's Residential Care Services in Manchester following a tender exercise.	Strategic Director - Children and Education Services	Not before 22nd Aug 2020		Report and Recommendation	Sarah Austin sarah.austin@manchester.gov.uk
Contract for the Provision of a Children's Core Purpose and Outreach Service (2020/10/14A) The appointment of Providers to provide Children's Core Purpose and Outreach Services	Strategic Director - Children and Education Services	Not before 1st Jan 2021		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
COVID winter grant to support food provision for children and young people over the Christmas holidays and	Executive	9 Dec 2020		D2 COVID Winter Grants for food provision to Children	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>February half term holiday.</p> <p>Manchester has been allocated £2.581m as a COVID winter grant. A minimum of 80% of this grant must be spent on families with children. The grant covers the period from 1st December to 31st March 2021.</p> <p>The decision is to agree to support food provision for c43,000 children and young people over the Christmas holidays and February half term holiday</p>					
<p>Q20347 Consultant for EYES data Migration. 2019/04/25A</p> <p>Contract is to support Manchester City Council with the migration of their Education Management System away from Capita One towards the Liquidlogic EYES solution.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jun 2019		Report and Recommendation	John Nickson j.nickson@manchester.gov.uk

**Children and Young People Scrutiny Committee
Work Programme – January 2021**

Wednesday 13 January 2021, 10.00am (Report deadline Thursday 31 December 2020)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Revenue & Capital Budget proposals 2021/22 – update	The Committee will receive a further report outlining any changes to the officer budget proposals reported at the November 2020 meeting in light of the provisional local government finance settlement. To include Dedicated Schools Grant/Schools report.	Councillor Bridges	Paul Marshall/Amanda Corcoran/Reena Kohli	Executive Report
COVID-19 Update	To receive a further update, to focus on school attendance data and any new developments or significant changes to the current situation.	Councillor Bridges	Paul Marshall/Amanda Corcoran	
Our Manchester Strategy Reset	To receive the draft reset of the Our Manchester Strategy to allow the Committee to make its comments before Executive is requested to approve.	Cllr Leese Councillor Bridges	Paul Marshall	Executive Report
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Rachel McKeon	

Wednesday 10 February 2021, 10.00am (Report deadline Friday 29 January 2021)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
COVID-19 Update	To receive a further update, to focus on school attendance data and any new developments or significant changes to the current situation.	Councillor Bridges	Paul Marshall/Amanda Corcoran	
School Governance	To receive a report on school governance to include: <ul style="list-style-type: none"> Recruitment including vacancies for Local Authority Governors and recruitment of Black, Asian and Minority Ethnic (BAME) governors How Parent Governors can be supported to play a full role in the governing body 	Councillor Bridges	Amanda Corcoran	
Budget 2021/22 – final proposals	The Committee will consider refreshed budget proposals following consideration of the original officer proposals at its November 2020 meeting and (any) revised budget proposals at its January 2021 meeting.	Councillor Bridges	Paul Marshall/Amanda Corcoran/Reena Kohli	Executive Report
Overview Report			Rachel McKeon	

Items To Be Scheduled				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Remote Learning	To receive a report on remote learning, to include a particular focus on Years 11 and 13 and information on the	Councillor Bridges	Amanda Corcoran	See November 2020 minutes

	numbers of pupils who are able to access any streamed lessons or online learning that is being made available.			
Children and Young People's Plan 2020 - 2024	To receive an annual report on the progress of this work.	Councillor Bridges	Paul Marshall	See November 2020 minutes