



Children and Young People Scrutiny Committee

Date: Wednesday, 8 March 2023

Time: 2.00 pm

Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for Committee Members only at 1.30 pm in the Council Antechamber.

Access to the Public Gallery

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

Filming and broadcast of the meeting

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Membership of the Children and Young People Scrutiny Committee

Councillors –

Reid (Chair), Abdullatif, Alijah, Amin, Bano, Bell, Cooley, Gartside, Hewitson, Johnson, Judge, Lovecy, Sadler and Sharif Mahamed

Co-opted Members -

Mr G Cleworth, Miss S Iltaf, Ms K McDaid, Canon Susie Mapledoram, Mrs J Miles, Ms L Smith and Mr Yacob Yonis

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

To approve as a correct record the minutes of the meeting held on 8 February 2023.

Pages
7 - 18

To receive the minutes of the meeting of the Ofsted Subgroup held on 18 January 2023.

5. Manchester Safeguarding Partnership (MSP) Annual Report 2021/2

Report of the MSP Children's Executive Chair and the Strategic Director of Children and Education Services

Pages
19 - 66

The report covering 2021/2022 reflects adult and child safeguarding business and provides an overview of decisions and actions taken by the partners. The annual report aims to illustrate how the MSP continues to develop an integrated approach to safeguarding across the life course with equal accountability between the three statutory partners (Greater Manchester Police, Manchester City Council and Manchester Health and Care Commissioning, now Integrated Care Board) together with our wider agencies and in cooperation with children and citizens.

6. Social Work Workforce - to follow

7. **Manchester Our Children Sufficiency Strategy** Pages
Report of the Strategic Director of Children and Education 67 - 76
Services

Considering the national challenges surrounding the provision of care placements for children, the purpose of this report and supporting presentation is to provide an update on the progress of the implementation of the 2020 – 22 Our Children’s Sufficiency Strategy, which was presented to the Committee in September 2022. The aim of the 2022 – 27 Strategy is to continue to embed the developed practice, sustaining and progressing the partnership approach to deliver innovate models of accommodation.

8. **One Education Limited - Update on Activities** Pages
Report of the Director of Education 77 - 122

This report is based on information provided to officers by One Education Limited. It outlines developments with One Education since the last report to scrutiny, in February 2015, its range of services currently offered to schools in Manchester and its plans for the future role it hopes to play in the life of school children in Manchester.

9. **Overview Report** Pages
Report of the Governance and Scrutiny Support Unit 123 - 132

The monthly report includes the recommendations monitor, relevant key decisions, the Committee’s work programme and any items for information.

Information about the Committee

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

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

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

- Representative of the Diocese of Manchester – Canon Susie Mapledoram
- Representative of the Diocese of Salford – Mrs Julie Miles
- Parent governor representative – Mr Yacob Yonis
- Parent governor representative – Ms Katie McDaid
- Parent governor representative – Mr Gary Cleworth
- Secondary sector teacher representative – Miss Saba Iltaf
- Primary sector teacher representative – Ms Laura Smith

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

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

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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.

Joanne Roney OBE
Chief Executive
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Further Information

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This agenda was issued on **Tuesday, 28 February 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension (Library Walk Elevation), Manchester M60 2LA

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Children and Young People Scrutiny Committee

Minutes of the meeting held on 8 February 2023

Present:

Councillor Reid – in the Chair
Councillors Abdullatif, Alijah, Amin, Bano, Bell, Cooley, Hewitson, Johnson, Judge, Lovecy, Sadler and Sharif Mahamed

Co-opted Voting Members:

Mr G Cleworth, Parent Governor Representative
Mr Y Yonis, Parent Governor Representative

Co-opted Non-Voting Members:

Miss S Iltaf, Secondary Sector Teacher Representative

Also present:

Councillor Bridges, Executive Member for Early Years, Children and Young People
Councillor Akbar, Executive Member for Finance and Resources
Jordan Navarro, Parent Carer Forum
Tom Dainty, Greater Manchester Integrated Care Partnership

Apologies:

Councillor Gartside
Canon S Mapledoram, Representative of the Diocese of Manchester
Ms L Smith, Primary Sector Teacher Representative

CYP/23/06 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 11 January 2023.

CYP/23/07 Annual report on Special Educational Needs and Disability (SEND)

The Committee considered the report of the Director of Education which outlined the continued work coproduced with parents/carers and children/young people to improve the experience of children with SEND and their families and provided information on the local offer available to support them to achieve these outcomes. The report also provided an update on progress with actions following the Local Area SEND inspection in November 2021 and ILACs inspection in March 2022 as well as an update on the new inspection framework for SEND.

Key points and themes in the report included:

- New inspection framework;
- Overall school population with SEND;
- Provision in Manchester;

- Education;
- Health;
- Care;
- Joint commissioning;
- Coproduction with parents, carers, children and young people; and
- Next steps.

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

- To welcome the positive report and thank everyone involved for the work that had been done;
- Children who had not yet been assessed as having SEND and were not receiving the support they and their families needed;
- Concern about children with SEND in Elective Home Education;
- Preparation for adulthood, including moving towards greater independence and transition to adult social care, where necessary;
- The benefits of parents receiving support from other parents with children with SEND, including recognising the work of the Parent Carer Forum;
- The barriers to accessing activities for children with SEND, including children who were neurodiverse, and the benefits of projects which enabled them to access physical activities such as climbing and gymnastics;
- Families with English as an Additional Language; and
- To request that a breakdown of children with SEND by ethnicity be included in a future report.

The SEND Lead reported that there were some waiting lists for assessment, particularly in relation to the social communication pathway, which included autism, and that these had been lengthened because of the pandemic. She reported that once children were on the pathway the experience and outcomes were more positive. She advised that, due to the pandemic, children had experienced much less social interaction, and, therefore, more children, particularly children in early years, were displaying difficulties in communication and interaction with their peers and the level of referrals into a range of services had significantly increased. She reported that the Council was working with a range of partners, including the health service, schools and parents, to ensure that needs were met while children were waiting for a diagnosis, including providing training for schools and special schools supporting mainstream schools. She also reported that the Riding the Rapids course for parents and carers of children with autism had been extended to those who were waiting for a diagnosis and that parents and schools could refer a child to the M-Thrive hubs if they were concerned about their well-being while they were waiting for a diagnosis. She informed Members about the SEND information, advice and support service, which, she advised, could provide interpreters where necessary, and SEND Local Offer drop-ins, which were another way for parents to get advice and information in a range of community languages and which were attended by representatives of the Parent Champion Group. In response to a Member's question, she informed the Committee about the role of specialist Health Visitors who supported children aged 0 – 5 with SEND and their families. She also informed Members about a new tool being piloted which Health Visitors would be using to

screen children from age 1 upwards. In response to a question about the reasons for the higher percentage of children with SEND in Manchester and why this was increasing, she reported that there was a range of factors including the higher levels of disadvantage in the city and, that due to legislative changes, parents now viewed getting an Education Health and Care Plan (EHCP) as a way of getting support for their child so they were more likely to request one. In response to a Member's question about the late diagnosis of autism in girls, she informed Members about the Autism in Schools programme, which she advised there was a lot of learning from, and she offered to provide further information on this in a future report. In response to the comments about accessing leisure activities, she reported that there was now an extensive community offer for children with SEND and that she would welcome suggestions of other providers. She advised that the Local Offer and Engagement Team was working to break down barriers to accessing community activities with the aim of making all activities accessible to all children and young people.

Tom Dainty from Greater Manchester Integrated Care Partnership confirmed that there had been a higher level of referrals but that this had not necessarily led to a higher level of diagnosis. He informed the Committee about four autism hubs which were being set up in Manchester and the development of a new model for under-5s which identified needs and looked at ways to meet the needs rather than waiting for a diagnostic pathway, advising that this approach had worked successfully elsewhere, notably in Portsmouth. A Member welcomed this and requested that further information on this model be included in a future report. In response to a question about how parents and carers could be supported, including while they were waiting for an assessment, he informed Members about a neurodiversity toolkit for parents and carers which was being used elsewhere the country and which they were looking at utilising in Manchester.

Jordan Navarro from the Parent Carer Forum highlighted the benefits of responding to the child's observable needs. He welcomed that the SEND Community Offer was open to children who did not have a recognised diagnosis and that the whole family could attend the activities, not just the child with SEND. In response to a Member's question, he outlined how the Forum was being, and could continue to be, supported, including financial and resource support, promotion of activities and good communication and co-production with partners, including partners communicating with smaller groups set up to support parents.

In response to a Member's question, the Director of Education reported that, where a mainstream school commissioned a temporary place at another school for a child on their roll, the school where they were on roll was responsible for issues such as transport, rather than the local authority. The Member requested that officers look into this issue as she reported that in some cases families were not receiving support with transport when it was needed.

The Service Manager (Transition) reported that early identification was important to a smooth transition to adult social services and working systematically to identify people who the service already knew about. She reported that a Project Manager was being recruited to recognise from the age of 14 who might require adult social care or adult health services and to encourage people to make a referral at an earlier stage. She advised that preparation for adulthood should be considered from Year 9

for a young person with an EHCP and she outlined multi-agency work to address this. She reported that her team were working alongside Children's Services and Education Services to meet with young people and their families to discuss what they wanted for their future at an early stage. The Assistant Director of Education reported that, in addition to the transition work outlined, independence was embedded in planning for children with SEND throughout their childhood, from when they were diagnosed, for example, looking at travel training to help them to become more independent.

In response to a question about Home School Transport, the Director of Education informed Members that a new policy was being implemented. She highlighted some of the challenges in this area, including recruitment of drivers and passenger assistants and access to transport, and advised that a range of solutions were used, including giving families budgets to get their child to school and providing travel training to help children with SEND learn to travel independently.

The Chair highlighted the shift towards greater independence and independent learning for young people with SEND. She expressed concern that Early Years provision could be too chaotic for autistic children and that not all staff in the sector had a good understanding of the needs of children with SEND. She praised the Grange School and encouraged Members to visit it. She expressed concern that there were not sufficient numbers of Health Visitors to identify all children with SEND at the earliest stage. She also expressed concern that there was insufficient funding for the High Needs Block of the Dedicated Schools Grant and about the impact of the pandemic. She welcomed the adoption of the new approach referred to which had been used successfully in Portsmouth, the Health Visitor pilot for screening children from the age of 1 and the planned new special school in north Manchester.

Decision

To request that a breakdown of children with SEND by ethnicity and further information on the Portsmouth model be included in a future report.

CYP/23/08 Thriving Babies, Confident Parents Service

The Committee considered the report and presentation of the Strategic Director of Children and Education Services which provided an overview of the Thriving Babies, Confident Parents Programme.

Key points and themes in the presentation included:

- Think Family approach;
- Overview of the Thriving Babies programme;
- Impact and evaluation; and
- Next steps.

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

- To welcome the excellent work taking place;

- Specialist support for families from ethnic minority communities; and
- The role of housing and homelessness services.

The Assistant Director (Early Intervention and Prevention) reported that the teams working in this area were diverse but that she recognised the Member's point about specialist support for families from ethnic minority communities and that they would look into this. She outlined how they worked with the interpreting service, including them in the training and having the same interpreter throughout their work with a family so they had a consistent team around them. She stated that they had good relationships with the Housing and Homelessness Services, ensuring that homelessness prevention work took a whole family approach and training Early Help practitioners on the duty to notify where there were damp and other housing issues. She reported that the Thriving Babies, Confident Parents Programme included responding to and addressing some of these housing issues. Officers outlined some of the pathways now available to respond to housing issues, including a pathway for responding to mould issues.

In response to a Member's question, the Assistant Director (Early Intervention and Prevention) informed Members about the partnership work with the national voluntary and community organisation HomeStart and with Manchester Mind. The Team Manager (Early Help) advised that it was hoped that some parents who had been through the Thriving Babies programme would volunteer to help other parents.

In response to a Member's question, the Strategic Director of Children and Education Services reported that the Committee would receive a report on fostering at a future meeting and that this would include information on support for families with Special Guardianship Orders.

The Chair reported that the Committee had previously looked at the issue of homeless families and that she had attended a recent meeting of the Communities and Equalities Scrutiny Committee, looking at the issue of homelessness. She highlighted some of the challenges facing families in Manchester. She welcomed the work of the Thriving Babies, Confident Parents Programme to support families and enable them to stay together. She suggested that the universities could measure the outcomes for families over a number of years. She praised the valuable work of Early Help and Sure Start.

In response to a question from the Chair about Foetal Alcohol Syndrome, the Team Manager (Early Help) reported that staff and volunteers were trained on this and were educating parents on the risks. Councillor Cooley stated that she had a contact who was an expert on this subject and could present her experiences to the Committee. She suggested that the Committee could consider an item on this at a future meeting, to which the Chair agreed.

Decision

To consider an item on Foetal Alcohol Syndrome at a future meeting.

CYP/23/09 Revenue Budget Update

The Committee considered the report of the Deputy Chief Executive and City Treasurer that set out the latest forecast revenue budget position, and the next steps.

Following the provisional finance settlement announced on 19 December the Council was forecasting a balanced budget for 2023/24 and 2024/25. The risk had moved to the next spending review period 2025/26 where a shortfall of £57m was forecast. This reduced to £40m after the proposed use of £17m smoothing reserves.

The report further described that in November 2022 scrutiny committees were presented with cuts and saving options totaling £42.3m over three years for consideration. The provisional settlement on 19 December reflected a change in government policy and provided more funding than initially expected. This had given the opportunity to review the quantum and phasing of savings. It was now proposed that options of £36.2m were progressed. The settlement also gave some scope for targeted investments which would put the Council in a more sustainable position to face the next spending review in 2025.

The Executive Member for Finance and Resources paid tribute to the Deputy Chief Executive and City Treasurer and her team for all their hard work in bringing forward the suite of budget reports following the settlement announcements. He stated that the budget settlement needed to be considered in the context of over a decade of austerity that had been imposed on Manchester. He stated that the Government had failed to recognise or apologise for the instability they had caused to the national economy and referenced the impact of inflation, population growth in the city and the cost-of-living crisis on budgetary pressures. He commented that the Government had failed to communicate their financial decisions for the city.

The Executive Member for Finance and Resources stated that the funding decisions of the Government had effectively forced the Council to increase Council Tax. He advised that the Council was able to deliver a balanced budget and that Council Tax would be used to support the most vulnerable residents in the city; support the social care sector and invest in the future of the city. In response to a Member's question, he provided an update on the Mayoral precept to fund policing and the fire and rescue service.

Decision

To note the report.

CYP/23/10 Children and Education Services Budget 2023/24

The Committee considered a report of the Strategic Director of Children and Education Services which provided a further update to Members on the priorities for the services in the remit of this Committee and detailed the changes to the initial revenue budget options proposed by officers in November 2022. The Committee was invited to consider the current proposed changes which were within its remit and to make recommendations to the Executive before it agreed to the final budget proposals on 15 February 2023.

Key points and themes in the report included:

- Service overview and priorities;
- Service budget and proposed changes;
- Use of reserves and new grants; and
- Workforce implications.

The Executive Member for Early Years, Children and Young People thanked the Deputy Chief Executive and City Treasurer and the Head of Finance (Children, Education and Schools) for their support. He reported that the position of Children's Services was positive, with service improvements having been made, which had been recognised in the service's most recent Ofsted report, and he highlighted the investments that had been made in Children's Services in recent years, which had supported this. He outlined some of the key points from the budget report, including how investments would be used to save costs later on, for example, early intervention to prevent children from needing to enter the care system. He highlighted that an additional £500,000 had been invested in Youth and Play services last year and that earlier budget proposals which had been presented to the Committee in November 2022 had included a reduction in that; however, he reported that this reduction was no longer being considered.

A Member welcomed the approach being taken, the innovative work and that the service was investing to save. The Chair highlighted how the investing to save approach had successfully been used over recent years, during a period where the Council had experienced continuous cuts from the national Government, and how this success compared favourably to the position of many other local authorities.

A Member commented that the Neighbourhood Investment Fund was supporting food pantries and food banks, which many families with children were sadly needing to access at the present time. The Chair stated that Free School Meals should be available for all children.

Decision

To note the report.

CYP/23/11 Schools Budget 2023/24

The Committee considered a report of the Strategic Director of Children and Education Services which provided a summary of the confirmed Dedicated Schools Grant (DSG) allocation from the 2023/24 settlement announced in December which was reported to Schools Forum on 16 January 2023. It stated that schools would receive a new grant from April 2023 and this grant was also outlined in the report.

Key points and themes in the report included:

- DSG 2023/24 allocation;
- Additional schools funding 2023/24; and
- Schools Forum.

In response to a question from the Chair, the Head of Finance (Children, Education and Schools) reported that work had been taking place with the Schools Forum in relation to maintained schools which had built up a large balance. She advised that her team analysed the plans that the schools in this position had for this funding and that, if they did not have appropriate plans for using the funds, the money was taken back. She advised that previously the balances had been looked at over a five-year period but that, following approval by the Schools Forum, they were now being looked at over a two-year period. The Director of Education reported that the money taken back from these schools went into the High Needs Block of the DSG to be used for the benefit of children with Special Educational Needs and Disability (SEND).

Decision

To note the report.

CYP/23/12 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.

Children and Young People Scrutiny Committee – Ofsted Subgroup

Minutes of the meeting held on 18 January 2023

Present:

Councillor Lovecy – in the Chair
Councillors Gartside, Hewitson and Reid

Apologies:

Councillor Bano

CYP/OSG/23/01 Minutes

The Chair updated Members on the recent visits to King David High School and St Mary's RC Primary School.

Decision

To approve as a correct record the minutes of the meeting held on 23 November 2022.

CYP/OSG/23/02 Ofsted Inspections of Manchester Schools

The Subgroup received a list of all Manchester schools which had been inspected since the last meeting and the judgements awarded.

The Senior School Quality Assurance Officer provided Members with an overview of the inspections which had taken place since the last meeting, most of which had been positive, adding that some further inspections had taken place for which the reports had not yet been published. She outlined the key themes which had arisen from the reports, stating that key messages from these had been shared with schools across the city and the Quality Assurance professionals working with schools. She reported that the quality of the curriculum had been a key emphasis in the recent inspections, including ensuring that teachers were clear on all the essential knowledge and understanding pupils needed to have gained by the end of a particular unit of work and that they were planning the work in a logical sequence. She stated that activities needed to have real purpose and that pupils and other adults supporting the class needed to understand what that purpose was. She also advised that the training needed to be put in place to support teachers to be able to effectively do this. She advised that teaching needed to be adaptive to meet the needs of all pupils, including those with Special Educational Needs and Disability (SEND). She highlighted the role of the leadership in monitoring the implementation of the curriculum and the assessment of its impact and the role of governors in holding the leaders to account in relation to this, stating that this was often stronger in English and mathematics but could be weaker in subjects such as art and history. She reported that reading had been a key area in recent Ofsted reports, including phonics and the choice of books which supported that learning. She informed Members that reports had highlighted that the planning of the curriculum should start at the earliest entry point, mapping out the curriculum for each subject leading seamlessly from Early Years into the National Curriculum.

In response to a Member's question on the personal, social and health curriculum, the Senior School Quality Assurance Officer reported that this feedback was specific to the Secondary Pupil Referral Unit (PRU) and that the PRU had made adjustments in response to the inspector's feedback. She reported that the school was engaging with the Quality Assurance team and that the Quality Assurance professional who was working with the PRU was a former Ofsted inspector who had expertise in working with PRUs and would be ensuring that the issues raised were being addressed. She outlined the support provided to schools including how Quality Assurance professionals worked with schools to secure improvement, looking at both the broad themes across the city and specific areas raised by Ofsted in relation to that school.

The Chair highlighted the issue for smaller primary schools in having subject leaders across a broad curriculum and the role of networking and schools forming clusters. The Senior School Quality Assurance Officer outlined the networking opportunities available to school and how school-to-school support was brokered for schools which required it, highlighting how this had worked very successfully for All Saints Primary School in Gorton which had gone on to form a federation with Armitage Primary School. She reported that, although the plans in the Schools White Paper for all schools to join a multi-academy trust had not been passed as a Bill, the Council was still emphasising the importance of and supporting discussions around collaborative working. In response to a Member's question, she provided an update on academisation in relation to faith schools in Manchester, in particular that the Diocese of Salford, which was responsible for the majority of Roman Catholic schools in Manchester, expected all its schools to join the Emmaus Catholic Academy Trust and, as this would be a very large academy trust, that schools would work in smaller clusters around a high school.

In response to a Member's comments, the Senior School Quality Assurance Officer stated that she shared their frustration about the lack of detail provided in current Ofsted reports; however, she reported that more detailed information was shared with school leaders throughout the inspection and her team encouraged them to take detailed notes at all meetings with the inspectors as that level of detail would not be in the report. She reported that her team and the Quality Assurance professionals would then discuss and follow-up on this more detailed feedback when they met with the schools.

Members discussed the importance of Ward Councillors being aware of and involved in school improvement in relation to schools in their ward. In response to a question about alerting Ward Councillors about concerns arising from Ofsted inspections in relation to schools in their ward, the Senior School Quality Assurance Officer advised that her team could not inform Ward Councillors about the outcome of an inspection until the report had been published as, until this point, the report was still subject to quality assurance and could be changed. She stated that information on which schools had been inspected and were awaiting the publication of the report could be shared and she offered to provide this information for the next meeting, to which Members agreed.

In response to concerns from the Chair that some inspectors were not sympathetic to the way schools had been affected by the pandemic, the Senior School Quality

Assurance Officer reported that Headteachers were asked throughout the inspection if they were happy with the inspection and the conduct of the inspectors and were informed of the complaints process at the final meeting. She stated that it was recognised that there were challenging circumstances but that the emphasis was on closing the gap for children and having a curriculum that was ambitious for all children.

Decision

To request that information on which schools have been inspected and are awaiting the publication of the report be provided for the next meeting.

CYP/OSG/23/03 Ofsted Inspections of Daycare Providers

The Subgroup received a list of all Manchester daycare providers which had been inspected since the last meeting and the judgements awarded.

The Early Years Quality Assurance Lead provided Members with an overview of the inspections which had taken place since the last meeting, reporting that two settings which had been judged as “inadequate” by Ofsted had subsequently closed. She reported that overall 94% of daycare providers in the city were judged to be “good” or “outstanding”. She highlighted some of the challenges facing the sector, including the recruitment and retention of staff and sustainability, with rising costs within the sector. She outlined the key themes from recent Ofsted reports relating to daycare providers, including a fully embedded curriculum design which was having an impact on children, high aspirations for children, children who were thriving and making rapid progress, the quality of provision for children with SEND and supporting children’s independence. She reported that a number of reports had highlighted issues around health and safety and risk assessment, relating to the safety of the environment and hygiene, which was being focused on with settings. She advised that reports for a couple of settings had highlighted inconsistent staff knowledge on safeguarding, which the Early Years Safeguarding Lead had been working with them on, and settings not having a named deputy. She highlighted how Anson Cabin had worked to address the issues raised in their previous Ofsted report, with support from the Council, which had led to them moving from “requires improvement” to “good”.

In response to Members’ concerns about the findings from the inspection of Early Explorers, the Early Years Quality Assurance Lead reported that the setting had had staffing issues and the Quality Assurance professional had not had previous concerns about the quality of the provision; however, she advised that the setting was working with the Council to address the issues raised, that they were getting a lot of support and that she was confident that they had capacity to improve. A Member expressed concern that this outcome had not been anticipated and asked how the Council could ensure that settings which were of concern were on their radar, particularly if they had not been inspected for some time. The Early Years Quality Assurance Lead reported that the prioritisation of quality assurance visits to settings was being tightened up and outlined some of the factors in how settings were prioritised, including changes at the setting, a new manager, having a “requires improvement” judgement and being due an Ofsted inspection. She advised that all settings were offered at least an annual visit.

In response to a Member's question, the Early Years Quality Assurance Lead reported that settings which had been judged as "inadequate" received at least a monthly visit, focusing on the actions arising from the inspection. She reported that the Council provided challenge and support to these settings, advising that it was a bespoke package of support depending on what was needed. In response to a further question, she advised that settings judged "inadequate" were re-inspected within six months and did usually improve within this time. In response to a question about what happened to funding for two-and-three-year-olds if a setting was judged to be "inadequate", she reported that the setting could keep their current children but could not take on any more, which could affect their sustainability, but that the Council did have some discretion in relation to this.

In response to a question about Tiny Turtles, the Early Years Quality Assurance Lead reported that they had been getting a lot of support and that the report had judged them to be "good" in some areas but that there had been issues around safeguarding knowledge and that this might be related to changes in staffing and the inspector speaking to newer staff. She advised that they expected this setting would be able to achieve a "good" judgement in future, with support from her team. In response to a Member's question, she outlined the quality assurance support provided to childminders.

The Chair proposed that that Subgroup consider an overview of childminding inspection reports in the next municipal year.

Decision

To consider an overview of childminding inspection reports in the next municipal year.

CYP/OSG/23/04 Terms of Reference and Work Programme

The Subgroup discussed which schools and settings they would like to visit.

Decisions

1. To note the Terms of Reference and Work Programme.
2. To arrange visits to Early Explorers, Heaton Park Nursery, Manchester Academy and Manchester Secondary PRU.
3. To arrange a further meeting of the Subgroup for 15 March 2023, focusing on Schools and Early Years inspections.

**Manchester City Council
Report for Information**

Report to:	Children and Young People Scrutiny Committee – 8 March 2023
Subject:	Manchester Safeguarding Partnership (MSP) Annual Report 2021/2
Report of:	MSP Children’s Executive Chair and the Strategic Director of Children and Education Services

Summary

The Manchester Safeguarding Partnership (MSP) is a partnership of adult and children’s safeguarding. The published Manchester Multi Agency Safeguarding Arrangements documents can be viewed at:

www.manchestersafeguardingpartnership.co.uk/manchester-multi-agency-safeguarding-arrangements-mmasa/

The MSP is required to produce an annual report, which must report what the MSP have achieved as a result of the safeguarding arrangements over the past year, and how effective these arrangements have been in practice (see appendix 1).

The statutory requirements for this are set out in the multi-agency safeguarding arrangements for children within the Department for Education Working Together to Safeguard Children (2018) and for adults within The Care Act 2014 and Chapter 141 of the Care & Support Guidance.

The report covering 2021/2022 reflects adult and child safeguarding business and provides an overview of decisions and actions taken by the partners. This includes:

- Partnership arrangements
- Communication and Engagement
- Safeguarding Effectiveness and Scrutiny
- Safeguarding practice reviews
- Learning and Improvement
- Complex Safeguarding
- Child Death Overview Panel
- Local Authority Designated Officer
- Neglect
- Children Mental Health and
- Homelessness

It is also important that we evidence the impact of our improvements for Children and Citizens of Manchester. Last year we reported that we are aware that this has been an area for development and that work was underway to ensure we are better at measuring impact for following years annual report. We are continuing on this journey and hope to improve further over the next year, we have in place a

framework for performance information and audits to direct us and enable us to measure impact this year.

The annual report aims to illustrate how the MSP continues to develop an integrated approach to safeguarding across the life course with equal accountability between the three statutory partners (Greater Manchester Police, Manchester City Council and Manchester Health and Care Commissioning, now Integrated Care Board) together with our wider agencies and in cooperation with children and citizens.

2021 to 2022 has been an opportunity to reinvigorate the MSP's ambitions and explore smarter ways of working to improve engagement and encompass some of the working practices we have developed over the period of the Covid Pandemic, where this is better for children and adults.

We hope this annual report demonstrates where we believe safeguarding arrangements are strengthening and resulting in good outcomes, and where we need to make further improvement. We also want to ensure that the report provides an open and transparent view of our Partnership activity for our citizens and practitioners.

Recommendations

The Committee is recommended to:-

- (1) Note the progress of the safeguarding partnership arrangements in the City during this period. Further work will be undertaken in 2022-23 to address the issues currently judged as amber in the annual report and embed the partnership arrangements.

Wards Affected: All

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

<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>
<p>The MSP policies and function has been developed to be inclusive. In 2023-26 the strategic plan includes a section to ensure that all the work that we complete is to treat everyone fairly.</p> <p>Treat everyone fairly</p> <p>We will embrace diversity, equity and inclusion so that our strategies and the work we do recognises and relates to every individual fairly.</p>

We will have evidence that all people in Manchester are safe and well and take action to address any inequity where it exists.

This will be achieved by completing an Equality Impact Assessment on our strategies, policies and procedures.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Effective safeguarding arrangements contributes to a capable and resilient workforce across all economic groups.
A highly skilled city: world class and home grown talent sustaining the city's economic success	MSP safeguarding arrangements contributes to a competent and effective workforce Effective safeguarding reduces Adverse Childhood Experiences, so children achieve better outcomes and connected to Manchester's economic opportunities. It also enables parents to contribute to the economic success of the city as their wellbeing is enhanced. Effectively safeguarded adults contributes to them being a valued member of the workforce.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Children and adults face safeguarding challenges when these are addressed in a timely way with effective interventions thereby combatting inequalities to enable us to thrive as a city
A liveable and low carbon city: a destination of choice to live, visit, work	N/A
A connected city: world class infrastructure and connectivity to drive growth	N/A

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The work of the MSP is supported by the three statutory partners and additional national agencies, as set out below.

Agency	Contribution
Local Authority	£327,000.00
CCG (now ICB)	£105,000.00
Police	£63,723.00
Probation	£4,000.00
Others	£6,396.00
Total	£506,673.00

Financial Consequences – Capital

None

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Background documents (available for public inspection): None

Manchester Safeguarding Partnership



Annual Report 2021-22



Working together to create a place where all children and adults in Manchester are safe, free from abuse and neglect and supported to live happy and healthy lives

1 Foreword

Welcome to Manchester's Annual Safeguarding Report for the period 1st April 2021 to 31st March 2022. We are pleased to present this on behalf of all the agencies represented within the Safeguarding Partnership. This provides information about the work and effectiveness of our local safeguarding arrangements for adults and children.

In December 2019 the Partnership was formed in line with changes to statutory guidance, Manchester changed its emphasis from a Board to wider partnership arrangements across children and adults that built on the existing strong foundations so we could better meet the many challenges facing front-line practitioners to deliver, together, high quality, high impact services to keep our children, families and adults safe and improving outcomes for the most vulnerable.

This year has been an opportunity to reinvigorate our Partnership ambitions and explore smarter ways of working to improve engagement and encompass some of the working practices we have developed over the period of the Covid Pandemic, where this is better for children, families and adults.

We hope this annual report demonstrates where we believe safeguarding arrangements are strengthening and resulting in good outcomes, and where we need to make further improvement. We also want to ensure that the report provides an open and transparent view of our Partnership activity for our citizens and practitioners. We welcome your views on whether we have achieved this.

The challenge for the Partnership will be in maintaining progress through a time of policy change, changes in national direction and the impact of social change on our citizens

The vision of the Partnership is to work together to create a place where all children and adults in Manchester are safe, free from abuse and neglect and supported to live happy and healthy lives. We would once again like to take the opportunity to thank all our front-line practitioners in Manchester. It is their commitment, dedication, care and passion that they give to children, families and adults on a daily basis that is the reason we are able to celebrate the positive impact the Partnership has had this year.

Joanne Roney OBE
Chief Executive
Manchester City
Council

Mandy Philbin
Chief Nurse
NHS GM Integrated
Care

Richard Timpson
Chief Superintendent
Greater Manchester
Police



2 Introduction

Manchester Safeguarding Partnership (MSP) provides the statutory function for both children’s and adult’s multi-agency safeguarding. Our arrangements published in 2019 set out how we work together to safeguard people in Manchester, fulfilling statutory duties within:

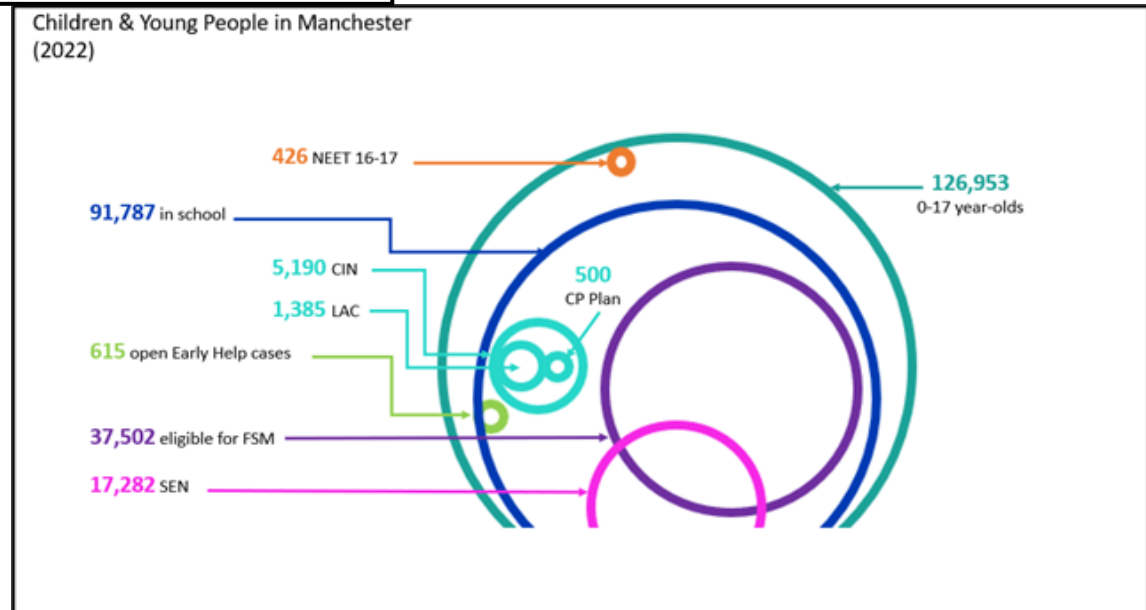
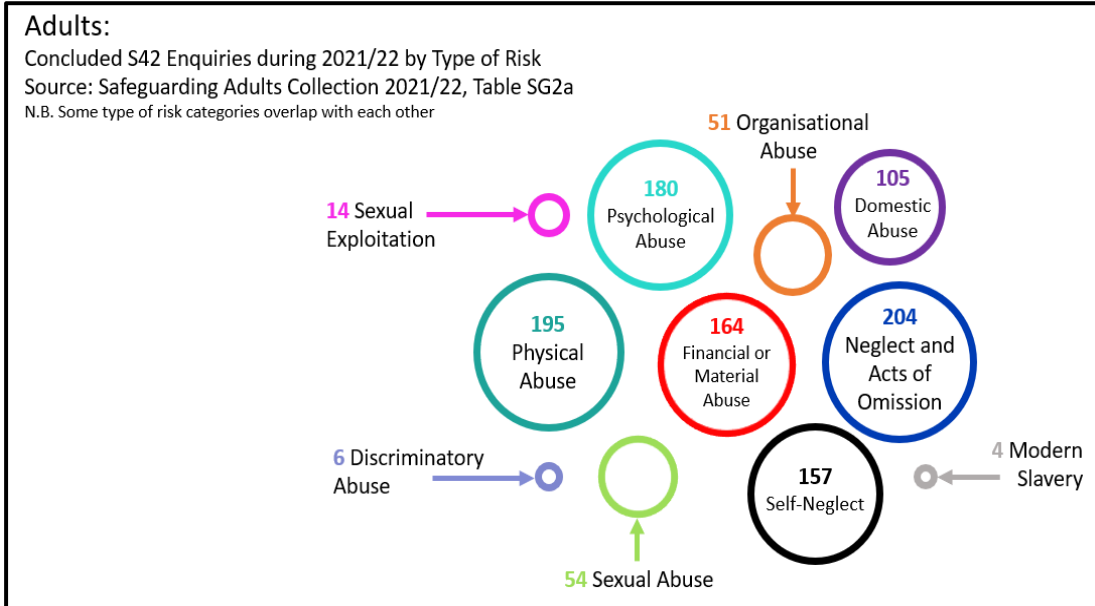
- The Care Act 2014
- The Child and Family Social Work Act 2017 and Working Together to Safeguard Children 2018.

The MSP is required to publish an annual report on the effectiveness of our arrangements and of working together to safeguard and promote the welfare of children and adults in the local area. The first part of the report provides context and details of our governance together with an evaluation of the effectiveness of the MSP arrangements, and the work of the partnership and its subgroups during the 2020/21 year. This section includes an evaluation of activity. The latter part of this annual report reviews our 2021/22 strategic priorities together with progress and impact we have achieved against these, and our plans for 2022/23 and beyond.

3 Context

Manchester is a Core City with a population of 0.5m people, consisting of a higher proportion of young people aged 20-34 than the England average. An increasing population, together with issues within the city arising from homelessness, crime, and transience of people into Manchester centre, which presents challenges for safeguarding in terms of demand, need and complexity. A summary of our current context is provided in the figures below.





Services In Manchester

Manchester University NHS Foundation Trust:
10 Hospitals across **7** sites



86 care homes



54 residential dual-registered for nursing and residential



117 commissioned supported accommodation units

191,891 people supported through Our Manchester Voluntary and Community Sector Grants



63 community and voluntary partner organisations

1,121 Technology-Enabled Care (TEC) devices provided to residents



185 schools

- 2** all-through
- 2** nursery
- 135** primary
- 2** PRU
- 14** special
- 2** sixth form
- 30** secondary



2 universities

- MMU
- University of Manchester
- RNCM
- BIMM
- 2** schools of music



1 Clinical Commissioning Group and a range of primary and community health services

Manchester City Council: a Unitary local authority delivering a range of services including early help, housing, and social care, across three neighbourhoods (North, Central and South)

As the Partnership emerged from the Covid-19 pandemic, sustaining the focus on keeping children and adults safe remained our core priority. Covid-19 had put a huge strain on our citizens and the workforce and made previously straightforward engagement with our service users more challenging, with the additional risks of not always being able to see children and adults in the way we would like and services adapting to hybrid working.

In 2021, the impact of increasing demand from the adverse impact of the Covid-19 pandemic particularly on mental health, domestic abuse and adult welfare concerns was significant. In Manchester, our schools worked in partnership to remain open for the most vulnerable children, and we know for many of them this had a significant positive impact. The Manchester IDVA services remained vigilant to the impact of COVID and adapted their operating model. However, like many frontline agencies workforce fatigue was apparent and agencies monitored to mitigate against impact on motivation and our capacity to reach for our aspirations.

MSP remains one of the key partnerships for collective problem solving and with the introduction of the MSP Task and Finish group was a key enabler to drive forward our work on reaching the next level. The MSP Task and finish group have been able to rise to the challenge through meeting regularly to plan, implement and review our response, together, to emerging pressures and maintaining close collaborative working on an individual and strategic level. Partners have worked tenaciously to adapt quickly to new ways of working and maintained a rigorous focus on safeguarding our citizens.

Through continued risk management, co-ordination and working creatively together, we continue to look outward to emerging factors that will impact on our citizens, such as the cost-of-living crisis, so that we can adapt and change to keep children and adults safe from harm.



4 Partnership arrangements

4.1 Manchester Safeguarding Partnership networks

The MSP sits within wider Manchester and Greater Manchester networks, who work closely together on cross-cutting and cross-boundary areas to ensure there is a seamless approach to safeguarding and sharing of best practice. The main partnerships within Manchester are:

- Manchester Safeguarding Partnership (MSP)
- Homelessness Board
- Health and Wellbeing Board (HWBB)
- Community Safety Partnership (CSP)
- Children’s Strategic Board

These are supported by an Inter-Board Protocol which was under review in 2021/22. This document sets out lead responsibilities for each partnership and how they will work together. The CSP leads on domestic violence, with collaboration in 2021/22 on implementation of a new domestic abuse strategy and developments such as commissioning of therapeutic intervention services for children who are victims of domestic abuse, and a child to parent violence and abuse intervention programme, in response to recognised gaps in provision. The CSP also leads on serious and organised violence. At the heart of this strategy is public health approach to serious violence and rooted in a trauma informed solution to reduce the harm this causes for individuals, families and communities. This is significant for MSP with the emerging profile for reviews of child deaths and the lessons from the national review.




Manchester City is one of the ten local areas that form the Greater Manchester (GM) Safeguarding Alliance. In the past year we have worked together on collaborative projects to help partners share best practice and work better together to provide a more consistent service to safeguard children.

We have contributed to GM Plans for taking forward complex and contextual safeguarding with a focus on a life course approach. The development of GM communities of practice themed enquiries, starting in 2021 with safeguarding children under one and domestic abuse, has been beneficial at a strategic and practitioner level. The GM focus on improving care home commissioning standards for older people, has been welcomed.



4.2 Core partners

Whilst the MSP is constituted of a variety of organisations and services who all have a key role to play in keeping our children and citizens safe including the voluntary sector (see below¹), there is a much wider array of organisations, services, and people that we work and communicate with. This includes those listed in Working Together to Safeguard Children 2018 as relevant agencies.

THREE STATUTORY PARTNERS	ORGANISATIONS AND SERVICES WHICH FORM PART OF THE PARTNERSHIP	CHILDREN AND CITIZENS
<ul style="list-style-type: none">  Greater Manchester Police (GMP)  Manchester City Council (MCC)  Manchester Clinical Commissioning Group (CCG) 	<ul style="list-style-type: none">  Adult Services, Manchester City Council  CAF/CASS  Career Connect  Children's Social Care, Manchester City Council  Community Safety Partnership (CSP)  Early Help Service, Manchester city Council  Early Years' Service, Manchester City Council  Education Department, Manchester City Council  Education settings such as schools and colleges  Greater Manchester Child Mental Health  Greater Manchester Fire and Rescue Service  Greater Manchester NHS Mental Health Trust (GMMH)  HM Prison Service  Independent Person (Chair of Adult's and Children's Executive)  Manchester Health Watch  Manchester Targeted Youth Support Service  Manchester University NHS Foundation Trust (MFT)  National Probation Service  North-West Ambulance Service (NWAS)  Strategic Housing including Homelessness  Youth Justice Service  Primary Care 	<ul style="list-style-type: none">  People of all ages who live, work and enjoy Manchester

¹ Acronyms for some agencies provided in this table have been used throughout the report.

Changes planned or undertaken in the year include:

- GMP have reinstated child protection teams. There are three child protection teams across the city. There are three vulnerability inspectors, one in each locality. They will be the first point of call for safeguarding issues within the relevant district.
- The Manchester Clinical Commissioning Group (CCG) were planning for the transfer to the GM Integrated Care Board from 1 July 2022. NHS GM Integrated Care will take undertake statutory accountability from this point.

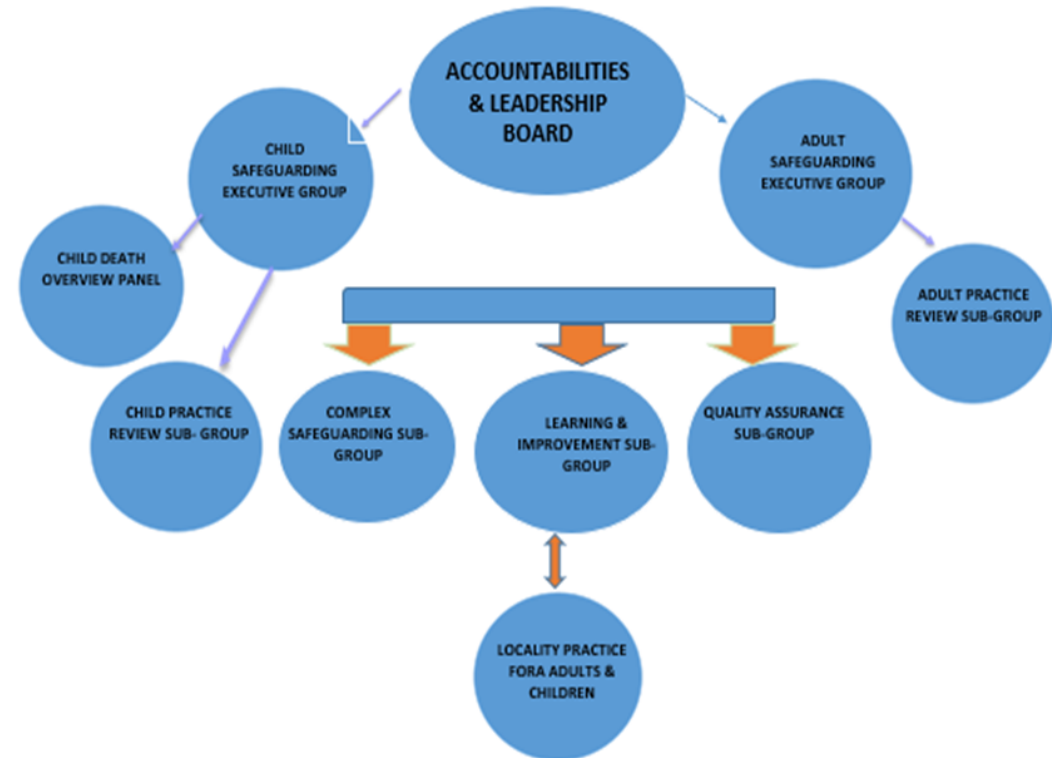
4.3 Current arrangements

Our current partnership arrangements (June 2019 and December 2019) set out how the statutory arrangements for a children’s multi-agency safeguarding arrangements (MASA) and adult safeguarding board have been brought together under a single Safeguarding Partnership.

Each group had continued to meet virtually in the 2021/22 year, with two face to face development sessions in October 2021 and March 2022:

Leadership & Accountability 4/4 meetings held	Children’s Executive 4/4 meetings held	Adult’s Executive 5/5 meetings held
Steering Group 4/4 meetings held	Safeguarding Effectiveness 8/11 meetings held	Learning and Improvement 3/4 meetings held
Adult’s Practice Review 12/12 meetings held	Children’s Practice Review 12/12 meetings held	Complex Safeguarding 4/4 meetings held
Locality Practice Fora 9/12 meetings held		

Manchester Safeguarding Arrangements



Following a review of the effectiveness of the partnership arrangements (see section 4.4 below), changes were being made towards the end of this year/early next year to take us to the next level:

- Formalised the existing MSP Task and Finish group to a permanent MSP Steering Group to act as the ‘engine room’ for developments and overseeing and directing the work of the business unit.
- A new Neglect Subgroup to lead on this MSP priority, which will provide greater opportunity to work together on a multi-agency basis to commence early 2022/23.

- Refresh of the Quality Assurance Subgroup to Safeguarding Effectiveness Subgroup.
- Responsibility for the Child Death Overview Panel has moved to Public Health in accordance with legislation.

Partners come together to lead our safeguarding arrangements formally and informally. This includes gaining assurance that our safeguarding systems and effective; actions to learn from practice and to develop a skilled and knowledgeable workforce. Partners provide information about current emerging themes, challenges and successes which helps to inform discussions and provide a whole system view of what is happening in Manchester. A short summary of each area of work and subgroup activities undertaken in 2021/22 is provided in subsequent sections.

<p>Leadership and Accountability (L&A)</p>	<p>The Leadership and Accountability group consists of a small group of strategic partners and other strategic leads who meet quarterly to discuss and take decisions on strategy and resourcing, holding their respective organisations to account on how effectively they participate in the local arrangements and remove obstacles to effective Partnership working. This year, the L&A group have:</p> <ul style="list-style-type: none"> • Committed to maintaining a joint adult/children partnership and agreed developments to take the partnership to the next level, including review of resources and expectations of partners. • Been kept informed and commented on the creation of Greater Manchester Integrated Care Board and changes within Greater Manchester Police. • Scrutinised the MSP effectiveness against the findings of the <i>Wood Review of multi-agency safeguarding arrangements</i> and an Independent Review of the MSP lead by Carole Brooks Associates. • Refreshed the Risk Register to reflect more accurately challenges and mitigating actions.
<p>Executive Groups</p>	<p>A distinct focus on both children’s safeguarding and adult safeguarding is provided through two Executive Groups where a wider range of partners come together to make decisions, understand and act to ensure the effectiveness of safeguarding. These groups are chaired by the Independent Chairperson. There have been some notable changes and successes this year:</p> <p>CHILDREN AND ADULTS’ EXECUTIVES</p> <ul style="list-style-type: none"> • The partnership welcomed the Domestic Abuse Strategy and the focus on joint working across mental health, drug and substance misuse and domestic abuse services. • Population Health colleagues presented the Healthy Weight Strategy which was informed by recent published review following the death of a young child. The strategy emphasised a whole family approach.

CHILDREN'S EXECUTIVE

- Approval of the Peer-on-Peer Abuse Guidance enhancing multi-agency pathways and improving decision making.
- The Multi-Agency Decision Framework and related consent policy for children's social care front door was shared and endorsed.
- M Thrive approach to support children's mental health was presented to the Executive and roll out across the city was supported.
- The executive received a spotlight report on early help assessments which endorsed the approach of collective leadership and shared responsibility across the family of services.
- The Executive received regular updates on multi-agency pre-inspection plan.
- Cafcass provided an overview of the regional prioritisation protocol.
- GM safeguarding babies under 1 report was considered in detail with recommendations to be taken forward by CPRP and L&I subgroup.
- Champions identified to take forward action planning with the schools taking part in the MSP Children's Safeguarding Conference.

ADULTS' EXECUTIVE

- Received regular updates on Manchester approach to implementing Liberty Protection Safeguards (LPS), progress has been limited by delays to national guidance.
- Welcomed the self-neglect thematic review. The Executive recommend the sharing of learning across all agencies and invited Community Safety Partnership (CSP) to respond to the learning on the Cuckooing Strategy.
- Endorsed the work of the Care Home Improvement Board as the serious adult review, MT, was published by Oldham Adult Safeguarding Board, identified implications for care management responsibilities and care home responsibilities in cross border cases.
- Welcomed the Carer's Thematic report and recommended that the learning from this SAR and the Self Neglect thematic formed the basis of a conference offer to engage practitioner and frontline managers. Workplan should see impact in 2023. Adult Social Care implemented mandatory trauma informed training.
- Endorsed the development of a Homelessness Commissioning Summit to review current provision for those with complex care management issues and identify gaps to inform commissioning activity.

MSP Task and Finish Group / MSP Steering Group	<p>Consisting of four senior leaders with responsibility for safeguarding (one from each of the statutory partners), the Independent Chairperson and Business Manager; the Task and Finish Group coordinated and lead on L&A improvement priorities. In the year, they have:</p> <ul style="list-style-type: none"> • Created and overseen an ambitious development plan designed for implementation in 2022/23, including greater scrutiny of MSP. • Designed the MSP Strategic Plan 2021/2023. • Lead on the MSP strategic development and improvement sessions. • Refined the financial management of the board with improved transparency and reporting. • Developed the terms of reference for the MSP Steering Group which will replace this group to implement the MSP Steering group, taking forward the Executive Board’s priorities and oversee the core delivery activity of the MSP Business Unit from March 2021.
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4.4 Partnership review

The partnership commissioned an independent review between October and December 2021. This was two years after implementation of the new MSP arrangements in June 2019 and timely in considering the Wood review of multi-agency safeguarding arrangements (May 2021) and the Tri-ministerial letter to statutory partners in December 2021 following high profile child deaths seeking reassurance of the effectiveness of local safeguarding arrangements. The aim of the review was to help the MSP and component partners reflect on the effectiveness of meeting their statutory responsibilities; how well they work together as a partnership to safeguard people in their local area and how well they understand the impact of their work and the services within the local area.

Findings from the review, presented in January 2022, led to the creation of a development plan to take MSP to the next level and to be the best that we can be in safeguarding and improving well-being of the children and citizens of Manchester. The main findings were:

- The partnership knew many of the areas it needs to develop to take it to the next level, and whilst there is not the required pace on some areas for a variety of reasons, the expectations within The Care Act 2014 and Working Together 2018 appear to be met.
- There was evidence of areas of good practice and success in the partnership, for example practice learning; communicating with and listening to professionals through the local adult and children’s forums; and themed reviews. Many professionals working within MSP are passionate about what they do, are committed, experienced and well positioned to drive forward improvements.

- There appeared to be four key elements limiting greater effectiveness of the partnership which have compounded each other:
 - Lack of an evidence base and robust outcomes-based QA, including engaging citizens.
 - Strategic leadership and governance.
 - Blurred role of the Independent Chair and Learning and Assurance Lead ‘leading’ the partnership.
 - Reliance on a few key people.

This resulted in:

- Workstreams, meetings and products that were not as effective as they could be.
- Some dissatisfaction, lack of engagement and appropriate challenge and scrutiny in the system.
- We didn’t know well enough how we are doing for our citizens.

4.5 How did we do?

PARTNERSHIP ARRANGEMENTS	
Achievements (including impact)	What we can do better
<ul style="list-style-type: none"> ✚ Ofsted report on SEND inspection noted that Manchester’s pandemic response and co-production features were highly effective. ✚ Children’s Services Inspection (Ofsted) in resulted in a ‘good’ judgement. ✚ Independent review told us what we are doing well, and what would be better to ‘take us to the next level’. Position recognised by the MSP and commitment to developments required. ✚ MSP Task and Finish group made good progress on the development plan to improve partnership arrangements. This has provided a sharper focus and greater pace, led by all statutory partners equally. ✚ Children and Adult Forums implemented providing a channel for informing and engaging practitioners. These are welcomed by practitioners attending and have improved communications. 	<ul style="list-style-type: none"> ✚ Implement recommendations from the independent review and resulting development plan. These are detailed in more detail in relevant sections of this annual report. ✚ MSP independent chair stepped down in March 2022, providing an opportunity to think differently and explore new ways of engaging a range of scrutineers. ✚ Strategic priorities post-Covid has impacted on capacity in partner agencies in implementing new ways of addressing our challenges. ✚ Equality in resource allocation from partners for a medium to long term business plan remains a challenge due to GM restrictions particularly GMP.

5 Communications and Engagement

The MSP aims to keep listening to and learning from what our children, adults and professionals tell us, and to work in collaboration with them. Brief updates about communication and engagement across the partnership, with practitioners, and with children and adults is provided below with key achievements this year. However, we know this remains an area for improvement in 2022/23 and is an important part of our development plan.

5.1 Partnership Communications

The partnership continued a range of communication activity throughout the year, including a partnership newsletter, communications through the website; twitter account; 7-minute briefings and specific communications through media packages, prepared for all adult and children reviews. A review of the website was undertaken in 2021 in preparation for completing and launching the new MSP website.

5.2 Engagement with professionals

Children's locality fora continued to meet and are well attended. Adult locality fora meetings gathered pace following the initial lockdown in March 2020. These fora's invigorated practice development, for example through resource sharing, and discussion from professional curiosity. Use of learning circles for cases which do not meet the threshold for a child or adult safeguarding review, and practitioners' groups as part of themed audits or reviews, provided opportunities for practitioners from a range of agencies to come together to reflect on practice.

5.3 Engagement with children and adults

We know that there is more to do to improve how we engage systematically with children and adults as a partnership. This is a key action for our 2022/23 development plan. Examples of engagement are provided below:

<p>As part of a Child Practice Serious Review a young person was interviewed her comments were: GMP and Complex Safeguarding team were 'excellent, got her'.... She felt supported and listened too. The Complex Safeguarding Hub regularly seek feedback from those engaged with the services, with one young person recently saying 'I feel</p>	<p>MFT feedback consultation exercise The Safeguarding Mental Health and Learning Disability/Autism team have piloted the introduction a poem from a service user entitled "<i>I am not a placement</i>" into team meetings, professional meetings and Safeguarding "what matters to me" meetings. This sets the tone for ensuring that the person is at the centre of any discussions that follow, informing outcomes</p>
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<p>like you have understood me and not judged me. I feel like I am safe when I speak to you and I know that you are trying to make things better for me.' Manchester is taking part in the Community Led Approach pilot which is testing out a community led approach to tackling serious violence. Recently Hideaway, made connections with schools and the early help hub is ensuring a whole family response</p>	<p>that may be required in the person's best interest. This was used in preparation for safeguarding adults' week on the 15/11/2021 to consider roll out across all safeguarding areas in Q4/2022.</p>
<p>Case example: North Manchester CMHT The mother of a service user complained that services had failed to recognise how poorly her son was and that he should have been admitted to inpatient services to keep him safe. Examples of changes made:</p> <ul style="list-style-type: none"> • The Operational Lead for Bed Management and Patient Flow met with ward managers at the hospital to ensure they understand their responsibility to provide discharge summaries to Trust services in a timely manner. • Managers have ensured that carers are identified and offered a carers assessment and support. The Trust Carers Lead has also supported Community Mental Health Team Management to develop staff awareness of carers' issues. • Home Based Treatment Team staff have been instructed to ensure service users, carers (if possible/appropriate), referrers and GPs are notified of the outcome. • Managers ensured all staff including agency staff had an allocated supervisor and received regular supervision. 	<p>Manchester Cathedral working in partnership with Manchester City Council presented Interfaith Safeguarding - Empowering the community event in March 2022. The Interfaith Safeguarding Event was unique opportunity for Manchester's faith institutions to get together to build greater awareness of safeguarding; including some of the more challenging and complex issues to share learning and good practice from faith institutions on safeguarding and facilitate discussions on the challenges of protecting vulnerable people from harm. MSP participated in the discussion hosted by the Dean of Manchester.</p>

5.4 Vulnerable children and adults and specific circumstances

The Care Act 2014 states that adult safeguarding is about protecting individuals. The partnership recognises that there are children and adults in Manchester who are living in specific circumstances, who have specific needs, or where there are other conditions that make them some of the most vulnerable people in our society and therefore more at risk of not being safe and well. Additionally, Manchester has an ethnically diverse population with high levels of poverty. We are committed to working together to make sure that safeguarding of *everyone* is *everyone's* business, undertaking activity and seeking assurance to that effect.

Children who are privately fostered fall into this category. At 31st March 2022, the Private Fostering Service had 15 open allocated children under a private fostering arrangement, which is lower than 38 such arrangements in 2017. In November 2021, the Children’s Executive focused on private fostering, including an updated range of information booklets.

5.5 How did we do?

COMMUNICATIONS AND ENGAGEMENT	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Commenced a review of the Communication Strategy. ✚ The website has over 179k users, over 400k page views and 12% return users. Started to develop our new website to focus on signposting whilst enhancing our outward facing communication. ✚ Preparation for Children’s Conference in July 2022 designed and delivered by our children on safeguarding topics that matter to them. ✚ MSP Managing High Risk Together Pathway communicated across partners in 2021/22. ✚ Learning from AFRUCA community engagement and Family Support projects to respond to overrepresentation. ✚ Children’s Fora meeting linked more pro-actively with the strategic improvement areas arising from CPSR and L&I training plans. ✚ Strengthened links across locality-based work through regular updates and programmes such as gangs in schools, Navigator and supporting children back into school using M-Thrive following Covid. ✚ Continued involving front line practitioners and managers in shaping policy through consultations and information sessions such as updating the consent policy. ✚ Engaged Adult Fora on preparation of legislation/strategy changes, e.g. Deprivation of Liberty Safeguards and Liberty Protection Safeguards. ✚ Practitioners shared their experiences of Section 42 Enquires and social work consultants shared good practice improving understanding 	<ul style="list-style-type: none"> ✚ Finalise and implement a first-class communications strategy that puts views of services users and professionals at the heart of our work and improves knowledge, skills and confidence about the partnership and safeguarding matters. ✚ Finalise website development and ensure new and up to date material is easily accessible. ✚ Ensuring that we maintain our focus and aim to communicate with professionals via different methods within an understanding of operational demands. ✚ Proactive raising awareness program about safeguarding in the wider community, especially ‘harder to reach communities.’ ✚ Development of relational practice model of Making Safeguarding Personal. ✚ Stronger focus on how children and young people’s voice is informing the partnership response and offer in relation to complex safeguarding. ✚ Better understand low numbers of children who are privately fostered.

of roles and the importance of involving range of views and perspectives.

Improvements in Adult Social Care dissemination of learning to senior managers through reflective learning sessions

6 Safeguarding Effectiveness and Scrutiny

6.1 Our approach

Multi-agency quality assurance activities allow us to monitor, evaluate, and identify good and poor practice in the effectiveness of how the MSP and its partners, and to inform the strategic priorities and plans for the Partnership. We want to know about the children and adults who need to be safeguarded and their services, how well we are serving them, and what impact is on their lives. The scrutiny functions for children’s partnership are laid out in Working Together to Safeguarding Children 2018, but also represent good practice equally applicable for adults.

This includes an Independent Chairperson to provide scrutiny across the joint partnership (See section 8). We recognise that there needs to be strong links with other subgroups to ensure learning, development and communication are joined up. The Partnership knows, and is progressing, plans to improve the range of data and evidence gathered and utilised, through a task and finish group set up in September 2021.

6.2 Safeguarding Effectiveness Subgroup

The Quality Assurance (QA) subgroup was rebranded ‘Safeguarding Effectiveness’ towards the end of 2021 in recognition that understanding our effectiveness comes from a range of evidence and we need to understand this in a number of different ways. This group continues to have responsibility for evaluating the impact of the MSP by providing strategic leaders with a clear line of sight to understand the ways in which children and adults at risk of, or experiencing harm are safeguarded. This includes identifying, commissioning or undertaking a range of audits, self- assessments and other QA activity in addition to regular quarterly performance reports.

6.3 How did we do?

QUALITY ASSURANCE AND SCRUTINY	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ New Chairperson of the subgroup in December 2021. ✚ Task and Finish Group in place, development plan and review of core data started. ✚ Improvements to the Section 11 and Adult Assurance Audits in place and results reported to Executives early 2022. A check and challenge event to assure the exercises was held in February 2022 and actions taken with individual agencies as appropriate. ✚ A task and finish group worked on developing Mental Capacity Act audit. ✚ Section 47 audit completed, learning shared and applied. ✚ Commissioned a multi-agency audit on strategy meetings and core groups, led by the designated GP for safeguarding. ✚ Provided advice to GMP investigation and safeguarding model proposals. ✚ MSP Improvement Platform updates were presented regularly which informed feedback to achieve the best model. ✚ Channel Report circulated to all members and data and outcomes presented by CSP. 	<ul style="list-style-type: none"> ✚ A stronger evidence base (data and qualitative information) for adults and children’s that covers the whole partnership. Introduce principle of exception reporting and deep dives. ✚ Triangulation of data with wider intelligence from quality assurance activity including feedback from citizens. ✚ Receiving critical summary narrative, especially at Executive and L&A level. ✚ Best use is made of existing regional datasets and intelligence. ✚ A new Safeguarding Effectiveness framework will be implemented in 2022/23.

7 Safeguarding Practice Reviews

7.1 Our approach

Arrangements for both adult and child case reviews are prescribed in legislation and guidance. There is however flexibility of approach to learning reviews below the respective thresholds. Below the threshold for a statutory review, understanding of practice is also gained through multi-agency audits and themed and learning circles. There is no nationally available benchmark data about the 'right' number of statutory reviews to undertake and the number varies greatly between local areas.

There have been two cases in the year which raised both adult and children's issues on which both practice review panels worked together, with Adult Review Panel taking the lead.



7.2 Adult Safeguarding Practice Reviews

Safeguarding adult reviews (SARs) are undertaken in accordance with the Greater Manchester SAR guidance with amendments specific to Manchester. The final policy and guidance was signed off by the MSP in March 2022. We aim to ensure that all SARs reflect the six principles for adult safeguarding:

- Empowerment – Personalisation and the presumption of person-led decisions and informed consent.
- Prevention – It is better to take action before harm occurs.
- Proportionality The least intrusive response appropriate to the risk presented
- Protection – Support and representation for those in greatest need.
- Partnership – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- Accountability – Accountability and transparency in delivering safeguarding.

The Adult Practice Review Panel (APRP), reporting into the Adult Executive, receive, consider and manage reviews on behalf of the partnership, ensuring that lessons are learned, good practice shared and improvements undertaken as appropriate.

ADULT SAFEGUARDING PRACTICE REVIEW PANEL	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Developed new terms of reference for APRP and committed to monthly meetings to improve participation, communication and progress of reviews and resulting action plans. ✚ Prioritised completion of legacy action plans, which were completed by March 2022. ✚ GM SAR policy was reviewed and signed off by APRP, making minor amendments to fit with local processes. ✚ Continued to promote the voice of the person in panel forums, ensuring people’s lived experiences are shared and inform learning and good practice. ✚ Published the Managing high risk together pathway for all partners. 	<ul style="list-style-type: none"> ✚ Strengthen links with the Learning and Improvement and Safeguarding Effectiveness subgroups re learning and impact from reviews. ✚ Improve commissioning and working with review authors. ✚ Implement good outcome reviews.

An annual report detailing reviews undertaken, themes and learning is provided below.

ADULT SAFEGUARDING PRACTICE REVIEW ANNUAL REPORT

During 2021/22, we received 15 referrals for a SAR. Referrals came from GMP (4), Homelessness service (1), GMMH (4), MFT (2), Advocacy services (1), MHCC (2), Adult social care (1). Of these referrals, 5 progressed to a SAR. At 31st March 2022, there were 5 SARs in progress.

Review	What it told us	Practice improvement as a result
SAR S –Agreed June 2021-not to publish	Learning points re Care Act (2014) – including needs assessment, support planning, Carers support & Safeguarding; Application of MCA (2005)/DOLS Framework, Advocacy/views of the person, contract monitoring, care co-ordination and the importance of joined up working.	Produced a learning summary and PowerPoint shared with Adult Fora.
SAR Gayle - progressed and published in June 2022. Action plan in progress.	Themes were self-neglect, MCA, understanding of morbid obesity as a safeguarding risk factor, and life course perspectives on safeguarding adults.	A 7-minute briefing was produced highlighting learning around approaches to people who self-neglect and have difficulty engaging, perceptions of 'lifestyle choice', needs of vulnerable people who are considered carers, and 'Morbid Obesity' as a Safeguarding risk factor.
AW MSP learning circle	'Think Family', trauma informed practice, suicide awareness, and communication, namely ensuring referrals are sent and acknowledged by intended recipients.	A review of the contact Centre which identified the need to ensure appropriate support for those receiving complex referrals, in a Think family context. 7-minute briefing produced.
SAR Johnny – published February 2021 . Action plan progressed during 2021/22	How systems in neighboring local authorities manage assessment and placement, quality of discharge assessment, care home recommendation and appropriateness of placements for people with dual (mental health and nursing) needs, expectations regarding review of placement and challenges faced in new locality when placed by a neighboring LA, including the provision of relevant historical information.	Produced and shared learning materials including a 7-minute briefing and also a learning summary/PowerPoint presentation which was shared at Adult Fora. A Learning and action plan was shared at the Care Home Improvement Group during April 2021.

<p>SAR Olia & Baby W – Published Jan 2021 and action planning progressed during 2021/22</p>	<p>Detailing learning around ‘cultural competence’, the importance of effective pre-birth processes, working with parents who have previously had children removed from their care, and the complexities of information sharing and multi-agency working. Learning from this review also included the principle of ‘Think Family’, highlighting the responsibility of all staff and volunteers to address the vulnerabilities of all people living within a household or family network.</p>	<p>A ‘Think Family’ leaflet was produced and shared to emphasise this requirement. Considerations by MSP re: Think Family as a new strategic priority and focus for 2022/23.</p>
<p>Self-Neglect Thematic Review - published in September 2021. Action plan in progress.</p>	<p>The review highlighted learning around care act compliance and application of the MCA in complex self-neglect cases, limitations within the ASC safeguarding systems which limits a full multi agency response, risk assessment around frequent hospital attendance and avoidance, considerations regarding ‘duel pathway’ for people who are experiencing self-neglect who have substance misuse issues.</p>	<p>Self-Neglect toolkit and strategy revised Self-neglect conference which is scheduled for later in 2022.</p>
<p>Carers thematic learning review - published in January 2022. Action plan in progress.</p>	<p>The review highlighted learning in respect to self-neglect, a need to strengthen awareness of and support for family carers; consideration of psychologically informed approaches and empowerment of people and carers, improved joined up working and emphasis on ensuring multi agency meetings are meaningful and outcomes focused.</p>	<p>Produced and shared a guide on carers assessments, process and contact points at a related practitioner event in September 2021.</p>
<p>Contextual suicide thematic review jointly with Trafford.</p>	<p>A review exploring possible learning relating to 5 people who experienced a decline in their mental health following removal of their children by children’s services</p>	<p>Due to be published Q1 23/24. Learning improvement plan will be part of the package approved by Executive.</p>
<p>‘Baby Joshua’ – SCR (Published by Bury) Learning for Manchester related to the father</p>	<p>This Serious Case Review (SCR) concerns the child Joshua, who on the 11.09.19 died at the age of nearly eleven months through the actions of his father, in whose care he was at the time of the incident. The Father was subsequently arrested by the Greater Manchester Police who commenced a criminal investigation.</p>	<p>Director of Adult Social Care led a multi-agency learning event focused on improvements for Manchester agencies in light of this Bury Local Child Safeguarding Practice Review.</p>
<p>Two domestic homicide reviews - In progress.</p>	<p>Reflected on the learning from noting the number domestic homicides reviews that are ongoing and the interface with safeguarding for vulnerable adults.</p>	<p>Community Safety Partnership and MSP recommended to work together on DHR’s</p>

7.3 Child Safeguarding Practice Reviews

Children’s safeguarding reviews are undertaken in accordance with statutory review requirements set out in Working Together to Safeguard Children 2018. The Child Practice Review Panel (CPRP), reporting into the Children’s Executive, oversee the process for child practice reviews, make recommendations to the safeguarding partners, initiate practice or learning reviews, oversees the commissioning and quality of local child safeguarding practice/learning reviews and tracks the actions arising from learning. The subgroup also progresses the decisions, recommendations and notifications to the National Panel and act upon decisions on whether to carry out a local child-safeguarding practice review.

CHILD SAFEGUARDING PRACTICE REVIEW PANEL	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Prioritised monitoring and completion of action plans with regular reporting into the subgroup and members working collaboratively to resolve barriers to progress. ✚ Agreed an increased focus on monitoring impact on practice and liaising with the L&I subgroup. ✚ Refined the Learning Circle approach. Undertook learning circles (see Annual Report below). ✚ Set up a task and finish group, led by The Deputy Designated Nurse for Safeguarding, to review child safeguarding policies and processes. Guidance document and toolkit with supporting documents developed. ✚ Contributed to GM workshop to review key case review processes including referrals, thresholds and decision-making. ✚ Endorsed a more rigorous approach to incorporating the voice of the child and to evaluating subgroup impact both accepted as standing agenda items with all agencies contributing. 	<ul style="list-style-type: none"> ✚ Ensure reviews are held to timescale ✚ SMARTER action plans ✚ Strengthen links with the Learning and Improvement and Safeguarding Effectiveness subgroups re learning and impact from reviews. ✚ Improve commissioning and working with review authors ✚ Implement good outcome reviews

CHILD SAFEGUARDING PRACTICE REVIEW ANNUAL REPORT

During 2021/22:

- 12 referrals received to be considered for a Rapid Review. This is not atypical.
 - 4 of the 12 referrals were risks for the child that related to serious youth violence
 - 2 of the 12 referrals were in reflected the death of teenage females' death by suspected suicide.
- Three referrals led to Rapid Reviews (25%) as considered to meet criteria. Two of these related to the death of teenage males resulting from serious youth violence and one in respect of a 17 year-old female who sustained fatal injuries from stepping in front of a train.
- No referrals were made to learn from best multi-agency practice, but this is a relatively new concept to the Partnership and will take time to embed.
- We know that there are legacy reviews which have taken too long, and some rapid reviews this year have not taken place within the 15 working day timescale.

Review	What it told us	Practice improvement as a result
T1 – published September 2021.	Co-sleeping and how the messages about Safer Sleeping can be shared with parents and recognised as a neglect risk; Adverse Childhood Experiences (ACES); willingness to change and how practitioners can best work with families who sometimes do not accept the role agencies have in supporting the care of their children, long term neglect and understanding the child's lived experience	MSP are updating Safer Sleeping guidance and ensuring the updated Neglect Strategy reflects safer sleep practices to reduce the risk of Sudden Unexpected Death in Infancy (SUDI); Supporting and endorsing ACES work within the Manchester family of agencies
R1 - published September 2021.	Baby R1 was aged just under two years old when found dead in the home as a result of inflicted injuries, which the mother of Baby R1 was subsequently found guilty of causing and received a custodial sentence relating to the death. The father of Baby R1 was found guilty of controlling and coercive behaviour and common assault and received a custodial sentence. The review identified the importance of routine enquiry about domestic abuse by all agencies who have contact with families. Responding sensitively to those seeking help for domestic abuse (DA) and the importance of all agencies having a DA policy	7-minute briefing published, disseminated via Fora and incorporated into locality learning from reviews event.

<p>O1- published October 2021. Action plan produced.</p>	<p>Child O1 was living with their mother and older sibling and was subject to a child protection plan at the point a brain injury consistent with being shaken was sustained. The child protection plan had been implemented initially following concerns that the children were being exposed to domestic abuse. The mother of Child O1 was subsequently charged and pleaded guilty to a charge of Section 20 Assault (grievous bodily harm).</p>	<p>7-minute briefing published, disseminated via Fora and incorporated into locality learning from reviews event.</p>
<p>ANON – published NSPCC October 2021.</p>	<p>Sexual abuse and delay in recognising signs of abuse in adolescents, understanding of safeguarding thresholds across agencies; NSCPP included this case review in the October 2021 issue of their monthly alert Case Reviews Update.</p>	<p>7-minute briefing published, disseminated via Fora and incorporated into locality learning from reviews event.</p>
<p>Joint thematic review into contextual safeguarding/serious youth violence - Manchester professionals collaborated with Trafford, at final draft stage as at 31st March 2022.</p>	<p>Three young people, two of whom were fatally injured with the third suffering serious injuries, following two separate knife crime incidents. The review considers the adequacy of service provision for all three young people with particular reference to the key themes of early help, the timeliness of intervention, education, school exclusions and the availability of additional support. Consideration is also given to the impact of the Covid-19 pandemic on the quality of the interventions with the young people.</p>	<p>The report is not due for completion and sign off until later in 2022, and action plan therefore not yet agreed.</p>
<p>Various learning circles, mostly lead by children’s social care review of these events evidenced excellent collaboration from all agencies involved and learning for all contributors.</p>	<p>The key areas were: case planning, information sharing, vulnerabilities at key transition points missed opportunities when communication was delayed or weak.</p>	<p>Learning disseminated via Fora and incorporated into locality learning from reviews event.</p>

8 Learning and Improvement

8.1 Our approach

The MSP has a Learning and Improvement workplan. In 2023 following further review work we will develop a strategy and be explicit about our offer. Our Learning Hub set out our approach to learning and development activities for our professionals and volunteers and provides advice and information.

8.2 Learning and Improvement subgroup

The Learning and Improvement (L&I) subgroup takes the learning from quality assurance activity, the Adult and Child Practice Review Panels and other sources to determine the plans and arrangements for effective action to deliver learning and improvement. This may be events, courses, policies, processes and procedures or dissemination of practice issues. The subgroup also oversee the adult and children Locality Practice Fora to ensure new strategies and learning are shared with a wide range of managers and practitioners across Manchester and strengthen links between the partnership and practice.

8.3 Our Learning Offer

The MSP provides a free learning programme to anyone who works with a Manchester child, family or adult. The continued impact of COVID-19 resulted in the MSP continuing to offer virtual training. From the end of 2021, concentrated efforts were made to promote a suite of free e-learning courses through our contract with Virtual College. Take up of these courses has been low. Courses related to MSP priorities and emerging learning and themes from reviews are made immediately accessible without having to go through an approval process. The courses with the highest usage are foundational Safeguarding Courses. The tables below provide a summary of usage by agency and courses.

Face to Face and Virtual Courses delivered	Name of Course	Sessions Delivered	Total participants reached
	Working with Families Affected by Substance Misuse	1	19
	Management of Allegations Against Adults who work with children (LADO/DO)	4	26
	Parental Mental Health and Safeguarding Children	2	32
	Understanding Multi-Agency Public Protection Arrangements Teams (MAPPAT)	4	36
	M-Thrive: An overview for professionals outside of Education	1	32

Total e-learning courses completed	Annually	Top 10 modules completed in 2021/22	Total completed
	2021/22: 2738	Level 1 Safeguarding Children	617
		Keep Them Safe - Protecting Children from Child Sexual Exploitation	211
	2020/21: 7140	Level 2 Safeguarding Children	199
		Safeguarding Children Refresher	189
		E-Safety	152
		Level 1 Safeguarding Everyone	142
		Female Genital Mutilation: Recognising and Preventing FGM	134
		Level 2 Safeguarding Everyone	128
		Radicalisation and Extremism	118
		Understanding Domestic Abuse Training	87
Level 1 Safeguarding Adults		81	

Sector completing e-learning	Number of courses accessed
Education	440
Voluntary	129
Private Organisations (e.g. charity)	26
Housing	22

Sector completing e-learning	Number of courses accessed
Manchester City Council	20
NHS	12
Police	10

8.4 How did we do?

LEARNING AND IMPROVEMENT	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ MSP signed off the process and guidance for the development of multi-agency policies and procedures. ✚ L&I e-bulletin is produced and sent out quarterly to share learning from serious incidents and good practice. ✚ M Thrive mental health offer well established with good network links. Post 16yrs offer being developed by Healthy Schools to meet their specific needs. ✚ Promoted ACEs training for NHS the focus was children services, 2022/23 will include adults. ✚ Shared published reports including Child SF, SAR Jonny, Carer's Thematic SAR Salmat. ✚ Continued to offer a comprehensive e learning resource in partnership with Virtual College. Improvements implemented via 'Enable' to offer a better customer experience and data analysis. ✚ Multi-agency legal gateway training received and adopted the proposal which will be evaluated by Children's Social Care Workforce development. ✚ Domestic Abuse Strategy toolkit presentation with recommendation that this is shared across partner agencies. ✚ GMP delivered an offer on stalking and harassment, which was promoted across the partnership. ✚ Great Manchester Alcohol Exposed Pregnancies Programme Evaluation shared by Senior Advisor Alcohol Exposed Pregnancies. ✚ L&I priority areas have been identified (Learning from Reviews, Neglect, Domestic Violence and Abuse, Complex Safeguarding) ✚ Training plan and budget for next year to commission key training including cultural competency and neglect proposed ✚ Re-engage with training pool with Awareness of DA and Families Affected by Substance Misuse training sessions and booked 	<ul style="list-style-type: none"> ✚ Further improve linkages and flow of learning from Safeguarding Effectiveness and Practice Review subgroups. ✚ Review Graded Care Profile and neglect training. ✚ Explore methods to increase take up of e-learning or review offer. ✚ Establish a joint adult and children's multi-agency training pool to explore and strengthen the adult training offer. ✚ Develop a robust framework to ensure learning from reviews is being disseminated ✚ Include learning and improvement information on the new MSP website

✚ Trauma Informed Practice multi-agency training will begin to be developed

9 Other safeguarding functions and groups

9.1 Complex Safeguarding Subgroup

The Manchester Complex Safeguarding Strategy 2020 – 2023 and Complex Safeguarding Hub provide the strategic and operational approach to complex safeguarding. The MSP Complex Safeguarding subgroup is jointly led by the Council Social Care Services and Greater Manchester Police, with close links to the Community Safety Partnership. Their purpose is to co-ordinate and address the complexities within key aspects of safeguarding such as sexual and criminal exploitation, Female Genital Mutilation, trafficking and honor-based violence.

Complex Safeguarding continued to be an MSP priority for 2021/22, and information about activities and impact in this area is provided in the priorities section.

9.2 Child Death Overview Panel (CDOP)

Duties of the CDOP now fall within the Public Health arena, however links and assurance by the MSP remains a critical function. The CDOP produces an annual report to the partnership and close links are maintained. The CDOP conducts the final multi-disciplinary review of all child deaths, resulting in a time lapse between when the death is reported and the case being discussed and closed by CDOP. This will be affected by the circumstances leading to death and various reviews and/or investigations such as Child Death Review Meetings (CDRM), post mortem examinations, inquest hearings, criminal proceedings and child safeguarding practice reviews. In 2020-21 there were 65 child death notifications reported to the Manchester CDOP and 27 cases reviewed/closed.

9.3 Local Authority Designated Officer (LADO)

Whilst not an MSP subgroup, the oversight of the management of allegations against adults who work with children in Manchester is a key statutory function for consideration by the partnership. The purpose of the LADO annual report is to provide MSP with an overview and analysis of the management of allegations against adults who work with children in a paid or voluntary capacity in Manchester. This includes how effective the safeguarding partnership is discharging its statutory responsibilities. In 2021/22:

- There were 472 allegation enquiries, compared to 326 the previous year.
- Training has been delivered virtually across MSP over the last 12 months alongside continued training to social workers and fostering.
- Quality assurance has improved significantly over the last twelve months, including performance data and better understanding.
- Continued to seek partnership feedback which assures that the service is improving outcomes.

10 Scrutinising MSP arrangements 2021/22 – Assurance statement

The same Independent Chair has been in post between November 2019 and March 2022 providing independent scrutiny and challenge as well as contributing their expertise, advice and guidance to the partnership. They have:

- Attended the Leadership and Accountabilities Board to account for how they have offered independent scrutiny and challenge to the partnership arrangements and the impact / difference this has made.
- Chaired the Safeguarding Executive Groups.
- Provided independent review and recommendations in relation to safeguarding matters and the operation of the partnership, including national reviews such as the Wood Review, partnership business such as the risk register, progress on priorities.
- Liaised with other partnerships and partners to promote the MSP and facilitate joint working.
- Produced an annual assurance statement, scrutinising the safeguarding arrangements in Manchester and the impact for children and adults at risk of, or experiencing, harm.

The Independent Chairs assurance report (November 2021) providing assessment of the MSP and its priorities:

- ✚ The capacity of the business unit has been increased. Two additional postholders recruited in November 2021, should facilitate progression of the training strategy, dissemination of learning from practice reviews and the participation of children and young people. In addition to these roles an

agency worker was recruited in November 2021 for six months. This should progress work on child practice reviews and the legacy action plans. Staffing capacity issues continue to present giving rise to insufficient staff of appropriate skills and experience to discharge key strategic tasks or the movement of such staff causing discontinuity of approach. Whilst “churn” within large organisations is inevitable, how this may be minimised in the context of the strategic management and development of safeguarding needs to be actively discussed.

- ✚ Development of a refreshed MSP three-year strategy: An initial consultation event provided the opportunity for partnership members to reflect upon the progress of the Partnership over the past two years. Information from this event will be used by the independent reviewer in formulating proposals for strategy development 2022-25.
- ✚ Testing the quality of safeguarding service delivery on a cross-agency partnership basis: The QA subgroup has reconfigured and is addressing this issue. Further work on the development of appropriate performance data to evaluate the delivery and impact of MSP priorities has been continuing on a strategy-specific basis.

Assessment of progress on MSP Priorities:

- ✚ **Complex safeguarding:** Five priorities for progressing the strategy in 2021-22 have been identified and an action plan has begun to identify actions, outcomes and evidence to substantiate these. Targets for the business plan have been agreed.
- ✚ **Mental health: children and young people:** 91% of schools are engaged in the Healthy Schools Programme, in excess of 900 staff have accessed mental health training, and the mental health leads network now consists of 122 members. The school’s engagement programmes are RAG rated green, however, as there are issues with respect to delays in implementing Thrive hubs and the continuing unavailability of a Thrive digital front door this has been rated amber. No risks have been specifically flagged to the L&A Group.
- ✚ **Mental Health: adults:** a strengths-based response to extra-familial forms of harm and utilising community connected agencies to provide protective strategies and maximising independence. The strategic priority is rated amber by the sponsors and no risk factors reported to L&A.
- ✚ **Child neglect:** A child neglect strategy for 2021-24 has been signed off. Priority action is being directed towards the identification of key risk factors and vulnerabilities of adults with parental responsibilities for children under five. The GCP2 is being used to identify and document these factors and a group has been convened to identify the performance indicators relating to these factors. An audit of the current approach to the identification and response to child neglect has commenced. The strategic priority is rated amber by the sponsors and no risks have been reported to L&A.
- ✚ **Self-neglect in adults:** The MSP self-neglect strategy and hoarding tool kit has been widely promoted and distributed to partners. The MSP self-neglect thematic review was published in September and a learning strategy is in the process of being cascaded. The MSP Managing High Risk Together Pathway is being promoted within adult safeguarding forums. An ASC High Risk Protocol is in the process of completion. An audit on self-neglect is scheduled for January 2022 and an audit tool for MCA is under development. The strategic priority is rated green by the sponsor and no risks have been reported to L&A.

In 2021/22, additional independent scrutiny of the MSP arrangements was commissioned, reporting to Leadership and Accountability in January 2022. The results of this are included in section 4.4 above.

11 REVIEW OF MSP JOINT STRATEGIC PLAN 2021/2022

11.1 Our plan and priorities

The MSP strategic plan 2021/22, sets out our vision as “Working together to create a place where all children and adults in Manchester are safe, free from abuse and neglect and supported to live happy and healthy lives”. Each Executive Board also has a commitment:



Adult Executive Board Commitment

*Ensuring every citizen in Manchester is able to live in safety, free from abuse and neglect.
Everyone who lives and works in the City has a role to play.'*

Children Executive Board Commitment

*Every Child in Manchester is Safe, Happy, Healthy and Successful.
To achieve this, we will: Be child-centred, listen to and respond to children and young people, focus on strengths and resilience and take early action.'*

Priorities for 2021/22 are listed below, and progress against our priorities together with key achievements and challenges in 2021/2022 stated below will inform future priorities and the work of the partnership.

- 1a Neglect: Children
- 1b Neglect: Adults
- 2a Mental Health: Children
- 2b Mental Health: Adults
- 3 Complex Safeguarding

- Sponsored priorities:
- 1 Mental wellbeing
 - 2 Transitions
 - 3 Homelessness

11.2 Priority 1a: Childhood Neglect

Objective: We will identify key risk factors and vulnerabilities of adults with parental responsibilities for children under 5 that can have an impact on neglect and working on key areas we will improve our collaboration and understanding of what works.

Desired result: Better collaboration to achieve consistency across partner agencies so that all forms and levels of neglect are robustly dealt with and impact sustained. Children, parents and carers, lived experience will feature children ready for school, safe and nurturing family relationships, developmental and health milestone met.

Outcome: MSP partners rated progress as **AMBER** in the March 2022 review of progress.

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Progress across both early help and where multi agency intervention is required to address significant impact for children. ✚ Development and Launch of new Neglect Strategy in 2021. ✚ The focus for 2021/2022 was to equip out frontline teams with the resources to enhance their practice this was achieved through sharing learning from reviews. ✚ Some neglect social care measures added to MSP dashboard. ✚ Improving GCP2 roll out and disseminating good practice, especially successful in Manchester Foundation Trust. ✚ Collaborative care embedded for under 5's particularly our most vulnerable cohorts 	<ul style="list-style-type: none"> ✚ Develop a joint children and adult Neglect subgroup to drive improvements and implementation of strategy. ✚ Review of GCP2 to ensure it is consistently used by professionals to make a sustained difference, focus on under 5's for 2021/2022. ✚ Better understanding of types of neglect and evidence base ✚ Map pathways and interventions already in place in order to target/identify gaps.

11.3 Priority 1b: Adult Neglect

Objective: We will build on our personalised approach to practice in addressing self-neglect in adults (including adults with dual diagnosis) where harm is evident and enduring without timely intervention.

Desired result: Adults will be empowered to address the harm with multi-agency support. MSP is confident that professionals understand and assess the adult’s mental capacity and motivation for change. Escalation of concerns is prompt and resolved in timely manner.

Outcome: MSP partners rated progress as **AMBER** in the March 2022 review of progress.

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Guidance tools advised practitioner how adults will be empowered to address the harm with multi-agency support (MCC ASC High Risk Protocol) ✚ Workforce is more confident in assessing the adult’s mental capacity and motivation for change with input via Fora meeting and learning from reviews ✚ MSP partners worked on developing an Escalation of concerns policy to ensure issues are resolved in timely manner with better outcomes for our citizens. ✚ Promotion of MSP Self Neglect Strategy and Hoarding Toolkit ✚ MSP QA subgroup undertook an Audit on MCA/Self-Neglect ✚ MSP Self Neglect Thematic Review published and learning cascaded ✚ Publish resources for practitioners on MSP website and shared via Fora meetings ✚ MSP Managing High Risk Together Pathway promoted 	<ul style="list-style-type: none"> ✚ Develop a data set to inform our strategic ambitions ✚ We know from feedback from front line practitioners that they find self-neglect an area of concern when considering interventions, continuing supporting practice developments through the learning and training programme ✚ Support front line professionals to identify self-neglect and provide proportionate interventions within a structured framework, implementation plan for sharing and evaluating toolkit

11.4 Priority 2a: Children's Mental Health

Objective: Multi-agency partners know and understand the M Thrive in Education offer across Manchester. Signposting to support needs is readily available. Support pathways see an increased uptake from key ethnic minority groups and lived experience/whole family approach evidence.

Desired Result: Multi-agency partners know and understand the M Thrive in Education offer across Manchester. Signposting to support needs is readily available. Support pathways see an increased uptake from key ethnic minority groups and lived experience/whole family approach evidence.

Outcome: MSP partners rated progress as **GREEN** in the March 2022 review of progress.

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ M Thrive in Education (Manchester MHST) has fulfilled the requirement to provide support for 35% of schools and colleges. ✚ Webinars delivered for all schools, also to partners working with children & young people through MSP so that signposting to support needs is readily available. ✚ Senior Mental Health leads network set up across schools and colleges. ✚ M Thrive in Education governance is in place and reporting outcomes for children & young people to various partner boards, including MSP. 	<ul style="list-style-type: none"> ✚ M Thrive hubs to be operational across all three localities. ✚ Digital front door to be finalized and launched.

11.5 Priority 2b Adult Mental Health and Assurance Area 1: Mental Wellbeing

Mental Health as a priority and mental wellbeing, as an assurance area, were combined during the year so that we had a more joined up focus.

Objective: We will promote a strengths-based approach to our work with adults with mental health and additional vulnerabilities. Understanding the use of complex and contextual safeguarding in our practice.

Desired result: Better collaboration to achieve consistency across partner agencies to identify the most vulnerable to avoid cumulative effect of not intervening and widening inequalities. Improvements in access to appropriate joined up services and support will feature a strength-based approach, and interventions minimise restrictive practices, maximise independence, even whilst minimising the risk that individuals may pose to themselves, workers or the wider community.

Outcome: MSP partners rated progress as **AMBER** in the March 2022 review of progress.

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Better connectivity across related workstreams we worked consistently to share agendas and engage a range of professionals. ✚ Strengthening the commissioning and assurance strategy for services and exploring the feasibility of intensive support for dual diagnosis. ✚ Targeting practice development activity in the provider market segments that need it most that is, drug, & alcohol and homeless services. ✚ Developing stronger links with other workstreams and services across the city. ✚ Task & Finish Group looking at Trauma Informed Care (TIC) Approach within Adult Services. ✚ GMMH (Greater Manchester Mental Health) Recovery Academy provides a range of free educational courses and resources for people with mental health and substance misuse problems, their families, and carers as well as health care professionals. ✚ GMMH provide learning that is co-produced and co-delivered between Recovery Academy and multi-agency experts. ✚ Healthy Minds for Healthy Lives Buddy Module will take on a role within organisations of promoting good mental health in the workplace and contribute to a change in how mental health is viewed and supported. ✚ The North Manchester Strategy: Civic regeneration through investment and innovation in Healthcare and Housing was developed between July-October 2021 and formally approved by the North Manchester Strategic Board on 1 November 2021. 	<ul style="list-style-type: none"> ✚ Data: the need for accurate relevant and timely performance information to enable operational decisions and strategic vision to be informed. ✚ Ensuring that we maintain our focus and aims whilst managing operational demand. ✚ This area is a sponsored priority and we have discussed should MSP no longer have sponsored priorities and alternatively receive assurances from the relevant board that work is progressing satisfactorily. ✚ Propose changes in transitions partnership arrangements.

11.6 Priority 3: Complex safeguarding

Objective: Continually develop and strengthen partnerships and collaboration in Manchester to safeguarding children, young people and adults from exploitation.

Desired Result: Manchester Safeguarding Partnership strategic objective is for stakeholders, community/professionals and voluntary sector to be more aware, identify and respond in a timely, focused and robust way to prevent, protect those at risk of exploitation and, peruse and prosecute those who seek to exploit others.

Outcome: MSP partners rated progress as **AMBER** in the March 2022 review of progress.

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Partnerships are strong with a commitment to delivering the complex safeguarding strategy. ✚ Early learning and impact from prevention projects such as Engage, Manchester Alliance and disrupting exploitation work confirming engagement with the community and prevention need investment and support. ✚ The CS Hub demonstrates the impact achieved from coordination, intelligence, and relationship-based practice. ✚ Learning from AFRUCA community engagement and FSW projects to respond to overrepresentation. ✚ Restorative approaches work with PRU and ASBAT is starting to deliver positive results to support young people in school and prevent escalation. ✚ Inclusion work with schools has been progressed with series of webinars on transitions, additional needs, use of weapons. ✚ Manchester has been awarded two significant grant funding via the DfE to respond to and tackle children at risk of or involved in youth violence; this is in addition to funding from the Violence Reduction Unit. ✚ DfE Alternative Provision and Safe Task Force – responding to serious youth violence. Manchester City Council secured three-year funding to improve school attendance, provide intervention support to CYP to reduce Serious Youth Violence and prevent school exclusion. Focus is around working with children in school years 7, 8 and 9. 	<ul style="list-style-type: none"> ✚ Overrepresentation of specific groups/communities of children continue to be reflected in all areas of complex safeguarding. ✚ Capacity to support the development of intelligence to inform, map disrupt activities and target interventions.

<ul style="list-style-type: none"> ✚ Held a Week of Action in October 2021 supported by MSP and the complex safeguarding hub theme was Transitions and Good Practice ✚ Worked on missing from home was strengthened by additions to GMP safeguarding teams and emphasized placed on daily risk meeting and action plans. ✚ Focused on peer-to-peer child sexual abuse schools and GMP lead on enhanced policy and procedures, and awareness raised across pilot schools. ✚ GM work included the GM adolescent safeguarding network and a community of practice event. ✚ Contributed to the consultation for the Domestic Violence Strategy. ✚ The e learning for Child Victims for Modern Slavery was endorsed. ✚ Supported CSP Raising Awareness Criminal and Sexual Exploitation with business around the city centre. 	
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11.7 Assurance Area 2: Transitions

Objective: We want strong and effective arrangements to improve safeguarding transitions outcomes for young adults, ensuring we promote better visibility of those who are most at risk.

Desired result: Young adults will experience a seamless transition characterised by a multi-agency approach adopted by all public services providers in City of Manchester.

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ We have established practice forums (pre referral meeting) there is a revised social work process and a referral meeting for care act assessment and/or care pathways. This pathway is established and involves multi agency partners ✚ The links to complex safeguarding hub, ASC Social Worker has physical present within the safeguarding hub, Transitions Social Worker allocated to the transitional complex safeguarding work stream. ✚ Established ASC working group Transitional Safeguarding: Transforming How Adolescents and Young Adults Are Safeguarded. Case studies have been 	<ul style="list-style-type: none"> ✚ Data: the need for accurate relevant and timely performance information to enable operational decisions and strategic vision to be informed ✚ Ensuring that we maintain our focus and aims whilst managing operational demand. ✚ This area is a sponsored priority and we have discussed should MSP no longer have sponsored priorities and alternatively

<p>produced and are being considering against the SEND outcomes framework categories, these are relevant to our intentions around making safeguarding personal.</p> <ul style="list-style-type: none"> ✚ Accommodate impact of covid-19; We have had a restricted operating environment during the pandemic, we have adapted our operating model to ensure access to services for young people. We have promoted the available support. ✚ Performance Indicators / Measures: The development of practice guidance for transitional safeguarding is ongoing. Data: No. of young adults who have an open adult s.42 enquiry on 18th birthday (including categorization of nature of safeguarding) to be obtained. ✚ Established ASC working group Transitional Safeguarding: Transforming How Adolescents and Young Adults Are Safeguarded. Case studies have been produced and are being considering against the SEND outcomes framework personal. ✚ We have identified a group of young people to work with us on the test and learn approach to developing practice guidance on transitional complex safeguarding, we are now gaining consent for involvement. ASC and Children Services are working together closely on this area. ✚ Embed young adults’ voices in service development: A framework called: The journey from voice to influence, we will list and capture then demonstrate change. A piece of work is in progress to look at citizens voice in Manchester Safeguarding Partnership. 	<p>receive assurances from the relevant board that work is progressing satisfactorily</p> <ul style="list-style-type: none"> ✚ Propose changes in transitions board arrangements
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11.8 Assurance Area 3: Homelessness

Objective: We want strong and effective arrangements to improve homelessness outcomes for vulnerable adults, using a whole family approach.

Desired result: The numbers of people rough sleeping are reduced and those who do are linked in with the appropriate support. Better integrated support and safe accommodation for adults and children presenting with domestic abuse.



Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Progress in addressing the use of bed and breakfast accommodation for families ✚ Reduce the number of singles in bed and breakfast and commission alternative accommodation ✚ Reduce the length of time someone resides in temporary accommodation ✚ Improve the referral process and CMHT support for people from mental health services ✚ Improve the joint working between ASC and homelessness to ensure those who have complex needs are supported appropriately. ✚ Continue to reduce the number of people sleeping rough in the city ✚ People sleeping rough has reduced from a three year high of 123 to under 50 on a single night. ✚ People leaving prison have accommodation and support available to them ✚ Support for people who have experienced Domestic Abuse has improved and increased. ✚ More people are moving into the private rented sector to end their homelessness, rather than remaining in temporary accommodation ✚ Accommodation for people leaving hospital is now in place and working well. ✚ The proof of concept for alternative temporary accommodation for families is confirmed and this type of accommodation will be expanded. 	<ul style="list-style-type: none"> ✚ Need to increase the amount of prevention to try and keep people in their homes and stop them from becoming homeless. ✚ Concerned about the number of people who will present as homeless as they cannot afford to pay for fuel, food, rent in the next 12 months. ✚ Need more appropriate permanent supported accommodation for people who will not be able to sustain their accommodation in general needs lets. ✚ Need more appropriate supported accommodation for those with high complex needs – high mental health support, autism, tri-morbidity, behavioural disorders etc... ✚ Need to reduce the amount of temporary accommodation outside of the city boundaries so that services can continue to support people work is developing through multi-disciplinary meeting which started in November 2021.

12 STRATEGIC PRIORITIES 2022/23

12.1 2022/23 Priorities

Evidence about progress against existing priorities and potential new priorities for the partnership at a development session in March 2022 resulted in a decision that our three partnership priorities require attention for longer than one year, and a three-year strategic plan is required. Additional areas of focus for the partnership that will make the most difference for citizens of Manchester, for example a ‘think family’ approach, are being developed. 2022/23 is also a period of change for the partnership, with revised requirements for Independent Scrutiny; changes in key personnel; and developments from the review. We are therefore continuing with the 2021/22 plan and priorities for the first half of 2022/23 whilst we further develop our aspirations and actions for the coming three years.

In addition to our priorities, the MSP has a critical role to play in ensuring changes, challenges and potential enablers ensure that children and citizens continue to be safeguarded – every person, every day.

12.2 How we will achieve these

Our priorities will be a key focus for the partnership and monitored through respective subgroups, development sessions and reported into Adult and Children’s Executives. We will:

- Continue to review and deliver our training offer, further developing our training pool within children’s safeguarding and introduce a training pool within adult services, with a focus around our priorities.
- Continue to share and help shape plans for change within individual partners as appropriate, undertaking ‘horizon scanning’ to determine factors in the future that may influence achievement of our priorities and require a different approach. At present, these include:
 - The role of the Greater Manchester Combined Authority, impact of changes to administrative boundaries and organisations, for example the advent of Integrated Care Systems from July 2022, and those currently underway in GMP, are also likely to ‘reset’ the context for Manchester
 - Covid: We know the immediate and long-term effects of the COVID-19 pandemic are likely to continue to affect how services are delivered as well as the needs of our children and citizens.

- Develop greater influence and collaboration with our citizens and staff about what we can do in these areas to improve their lived experiences and to draw on their knowledge and experience.
- Define measures of success that are qualitative as well as quantitative, that tell us the impact of the work we are doing.
- Make best use of resources. The MSP has continued to receive ‘benefit in kind’ from partners as well as financial contributions listed in the table below. We will continue to use our funds as effectively as we can.

INCOME	2021/22 (ACTUAL)	2022/23 (PROJECTED)
GMP	63,723.00	63,723.00
Manchester CCG	105,000.00	105,000.00
MCC	327,172.00	327,172.00
Probation	4,382.00	4,382.00
Other	6,396.00	-
Transfer from Reserves	-	123,000.00
Total Revenue Income	506,673.00	623,277.00
EXPENDITURE	2021/22 (ACTUAL)	20223 (PROJECTED)
Employee Costs	286,294.00	434,000.00
Premises	125.00	10,000.00
Transport	148.00	500.00
Supplies & Services	124,931.00	178,777.00
Transfer to Reserve	95,175.00	-
Total Revenue Expenditure	506,673.00	623,277.00



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**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee - 8 March 2023

Subject: Manchester Our Children Sufficiency Strategy

Report of: Strategic Director of Children and Education Services

Summary

Considering the national challenges surrounding the provision of care placements for children, the purpose of this report and supporting presentation is to provide an update on the progress of the implementation of the 2020 – 22 Our Children’s Sufficiency Strategy, which was presented to scrutiny committee members in September 2022. The aim of the 2022 –27 Strategy is to continue to embed the developed practice, sustaining and progressing the partnership approach to deliver innovate models of accommodation.

It is the intention of the strategy to enable Manchester City Council maximise the right accommodation for the right children. The work has governance through, the Children and Education Directorate Leadership Team and Joint Commissioning Group which has membership from Manchester Integrated Care Board, Care Organisation and Adult Social Care.

We know that there are unprecedented demands on children’s social care, the recent reports from the Competition and Markets Authority and the Independent Review of Children’s Social Care published in 2022, outline a series of issues and concerns relating to sufficiency and the prospect of profiteering from children’s care placements. In Manchester we have worked hard to mitigate this and are ‘bucking’ the national trend in the average ‘unit’ costs and continue to develop an exciting range of provision around our families and children, such is our commitment to ensure our children are cared for by skilled and talented people who are passionate about meeting their needs, have the right home, in the right place at the right time enabling them to have a safe, happy, healthy, and successful future.

Recommendations

The Committee is recommended to consider and comment on the approach, progress and implementation of the 2022-27 Sufficiency Strategy.

Wards Affected: All

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

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The Strategy will ensure that the directorate delivers inclusive services that meet the needs of our diverse communities, through the commissioning of a diverse range of accommodation, co-producing and developing models with our children and families.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Continuing to improve accommodation will contribute to improving educational outcomes, aspirations and job opportunities for our children and contribute to Manchester's young people becoming happy, safe and successful adults.
A highly skilled city: world class and home grown talent sustaining the city's economic success	A sufficiency of high quality accommodation for our children will provide the stability to enable future generations to contribute to the City's economic success.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Continuing to improve accommodation will contribute to improving educational outcomes, aspirations and job opportunities for our children and contribute to Manchester's young people becoming happy, safe and successful adults.
A liveable and low carbon city: a destination of choice to live, visit, work	Improving outcomes for children and families across the city helps build and develop communities.
A connected city: world class infrastructure and connectivity to drive growth	Investment in accommodation will enhance the City's attractiveness to potential residents and contribute to the development of high quality neighbourhoods.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The proposals within the strategies will manage the cost of accommodation for Children's Services. The cost will be met from the existing children's placements budget.

Financial Consequences – Capital

None

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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 Children's Sufficiency Strategy 2022 – 27
Scrutiny Committee report September 2022
Commissioning behaviours and Principles

1.0 Introduction

- 1.1 In September 2020, Manchester published their 2020 – 22 Our Childrens Sufficiency Strategy developing the right services at the right time in the right place. The Strategy was a clear direction to children’s social care providers in relation to how and where Manchester would meet the accommodation needs of our children. Alongside the Strategy we published our Commissioning Behaviours and Principles which embedded our approach towards ethical and trusted providers, sharing how we plan to work together to achieve better outcomes for our children.
- 1.2 The sufficiency strategies have been the result of collaboration with young people, service providers, finance, education, housing and health partners. This has strengthened our approach to delivering innovative accommodation models. We know creating new residential children’s homes will not provide our children with the right accommodation and be ‘sufficient’ to meet their needs. We are committed to working with existing and ethical providers to develop bespoke models to ensure that our children are able to access the existing provider offer and that this is of a high quality to meet their needs.
- 1.3 This report sets out the progress and implementation of the 2022 - 27 Strategy.

2.0 Background

- 2.1 Local Authorities have a responsibility under the Sufficiency Duty within the Children's Act 1989, to ensure that they have enough provision to meet the needs of their children and young people who are looked after. To achieve this Manchester works in partnership with young people, their families, providers and partner agencies to ensure that there is a robust and quality choice of accommodation.
- 2.2 The duty to cooperate underpins our role as Corporate Parents and applies to all partners. That services are based on the ‘if this were my child’ principle and starting by making sure young people have a safe and stable place to live, that they are economically sound; with the opportunity and support to be successful.
- 2.3 The attached presentation outlines the work that has been completed. Key outcomes include:
 - Manchester numbers of Looked After Children have reduced to 1385 of which 63% have been looked after for over 18 months.
 - Decommissioning and re-commissioning services to ensure quality and maximised delivery.
 - Increased number of children living in Manchester and in particular those with care experience living in supported lodging and accommodation including 24 Young people receiving tenancies through House Project which is an innovative approach to creating ‘forever homes’ and beyond 18 years of age.

- Strengthened joint commissioning arrangements with the NHS for specialist and complex children and young people.
- Accommodation models continue to be developed with ethical partners.
- 'Care Consultants' have been recruited to support and ensure the 'voice' of young people are reflected within commissioning and decision making.
- No children in emergency/B&B accommodation since 2017.
- More children placed in GM/Manchester to maintain relationships/connections with their community, support networks to create greater stability in a safe, secure and loving homes.
- Only 7% of our children live within a residential setting.

2.4 This has been achieved through a passionate and enthusiastic team of staff and partners who together are committed to improving the experiences and outcomes of children and budget (cost avoidance, care planning, commissioning, and efficiencies). Specifically, for the purposes of this report;

- An effective 'Edge of Care' approach (avoiding children becoming unnecessarily looked after).
- Focus on securing timely plans of 'permanence' (safe, stable and loving homes) and working with children and their families (connected carers and family group conferencing).
- Continual improvement in the capacity and practice of social work staff to engage and plan effectively with and for children.
- Multi agency resource panel and Joint Commissioning Group – provided planning and shared ownership of commissioning activity and risk.
- Post 16 Hub – supporting the pathways to independence and post 18 accommodation.
- Commissioning of the Lodge, foyer model of accommodation and increased partnership working with adult social care, housing and homelessness services.
- Enabling Independence Accommodation Strategy and Housing Strategy – ensuring that care leavers, vulnerable young people and their families have the right accommodation to meet their needs.
- Social value and ethical procurement embedded across practice. Increasing offers to Manchester and creating value for money. Open book accounting and scoring profit margins as standard.
- Monthly placement oversight clinics across social care and commissioning
- Commissioning behaviours and strategies giving clear market insight to Manchester's needs.
- Joint working with Greater Manchester (GM) and NHS colleagues.
- Creating GM House project collaborative and successful bidding Staying Close grant and DfE Capital grants, sharing good practice and creating opportunities for our care leavers placed out of borough.

2.5 The delivery model within the 2022-27 Strategy will require investment to ensure our sufficiency needs are met. These will be into the Take a Breath, mockingbird, short breaks overnight respite and the transitions accommodation for LD/autism. The investment has been considered and included within the budget planning cycle.

2.6 These evidenced based invest to save models will ensure we have a quality accommodation models which can meet the needs of our most complex young people when they need it most. It will enable young people to have greater choice for their move on accommodation, received an integrated delivery model to ensure we understand their needs and enable the young person to achieve stability in their future accommodation I ensure value for money and the ability to meet future demand.

3.0 Recommendations

3.1 Recommendations appear at the front of the report.

Manchester City Council Our Children Sufficiency Strategy 2022 – 27 Developments

‘A child who is looked after by the Council or a care leaver has the right to expect everything from a corporate parent that would be expected from a responsible and good parent’.

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There will be continued engagement with Our Children, families, our teams, providers and our partner agencies throughout the life of this Strategy to ensure its continued relevance to meet the required outcomes.

The Right Carergiver

To secure quality carers and support that meet the needs of Our Children

The Right Place

We want to ensure that all children wherever possible are able to remain in Manchester, to have quality care and accommodation and support which is value for money.

The Right Time

Well planned moves, that reduce unplanned endings and unplanned moves

Partnership and choice

Successful long term care givers can only be achieved by working in partnership and sharing risk

Our Manchester Behaviours

We will demonstrate Our Behaviours in everything we do.

Strategic Direction

Appendix 1, Item 7



Commissioning Storyboard March 2023

Service Position	Vision	How we achieve our vision?	Key Developments and workstreams	Outcomes, impact and achievements 2020-21	Next Steps
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Commissioning Page 74</p>	Increased placement stability	Build relationships with internal and external providers through development of Hubs	Joint Commissioning Group– provides planning and shared ownership of commissioning activity and risk.	Manchester numbers of Looked After Children have reduced to 1385 of which 63% have been looked after for over 18 months. Overall placement spend is at 2010 levels	Continue to develop accommodation models for care leavers and those developing pathways to independence
	Early intervention flexed around the individual	Develop panels / clinics which support innovation and partner oversight	Post 16 Hub and residential provider hubs working alongside placement oversight clinics – delivering planned long term accommodation and stability.	Decommissioning and re-commissioning services to ensure quality and maximised delivery.	Joint commissioning of transition accommodation
	Commissioning by outcomes	Develop practice models across early help and social care	GM House Project Collaborative and Staying Close funding achieved.	Increased number of post 16 years living in Manchester and within supported lodgings. 24 Young people receiving tenancies through House Project, with most pre 18 years.	Develop shared care and short breaks provision to enable families to remain together longer. Implement Respite Innovation Fund
	Increased partnership approaches and coproduction with service users and carers as the norm	Increase commissioning capacity and skills	Capital funding successfully bid form DFE and Capital board to support innovations	Increased offers of joint funded support to wrap around commissioned services, strengthened joint commissioning oversight and processes.	Take a breath accommodation models joint funded innovative step-down models from hospital and care. and health initiatives implemented.
	Increased choice, quality and value for money	Plan with partners to ensure time to collaborate and co-produce; ensuring shared ownership of risk, finance and quality	Enabling Independence Accommodation Strategy co-produced with housing providers, partners and across directorates.	Accommodation models continue to be developed with ethical partners.	Short breaks and improved overnight offer for children with disabilities and their families
	Ethical marketplace and authority of choice for providers	Horizon scan to ensure make best use of opportunities	Social value and ethical procurement embedded across practice. Increasing offers to Manchester and creating value for money.	Care Consultants recruited to support young peoples voice within commissioning and decision making	Implementation of Mockingbird Safeguarding models
			Training and skills rolled out to commissioning team	No children in emergency/B&B accommodation since 2017.	Implementation of the Independent Review of Childrens Social Care recommendations, regional contract and sufficiency
				More children placed in GM/Manchester to maintain relationships/connections greater stability in a safe, secure and loving home	Transparent and improved financial oversight and payment systems
				Only 7% of our children living in a residential setting.	Registration of post 16 accommodation models



Develop bespoke accommodation

Take a Breath models

Wythenshawe Rd

Implement Olanyian

Implement Mockingbird

Develop transition accommodation

Project teams developed

Capital and revenue finances agreed



Develop our local sufficiency

All Sector Quarterly local provider forums

Bespoke Fortnightly referral hubs Residential / Fostering

Maximise Post 16 and UASC offer

Develop ethical providers

Increased integration into forum, clinics and referral hubs

Market vision shared and implemented



Manage our local provision

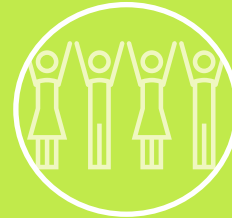
Unregulated Accommodation is monitored and actively managed

Manage new growth in partnership with Ofsted

Develop procured/contracted models to manage sufficiency

Revise SNMG ToR communication and governance

Revision of local contracts and offer



Develop practice and partnerships

Dynamic support register implemented / confidently used across agencies

Implement crisis care models

Maximise House Project and Staying Close with our Housing Partners

Robust accountability and governance for Joint Commissioning Group and Projects



Develop edge of care and early help services for children with disabilities

Utilising co-production develop and refresh:

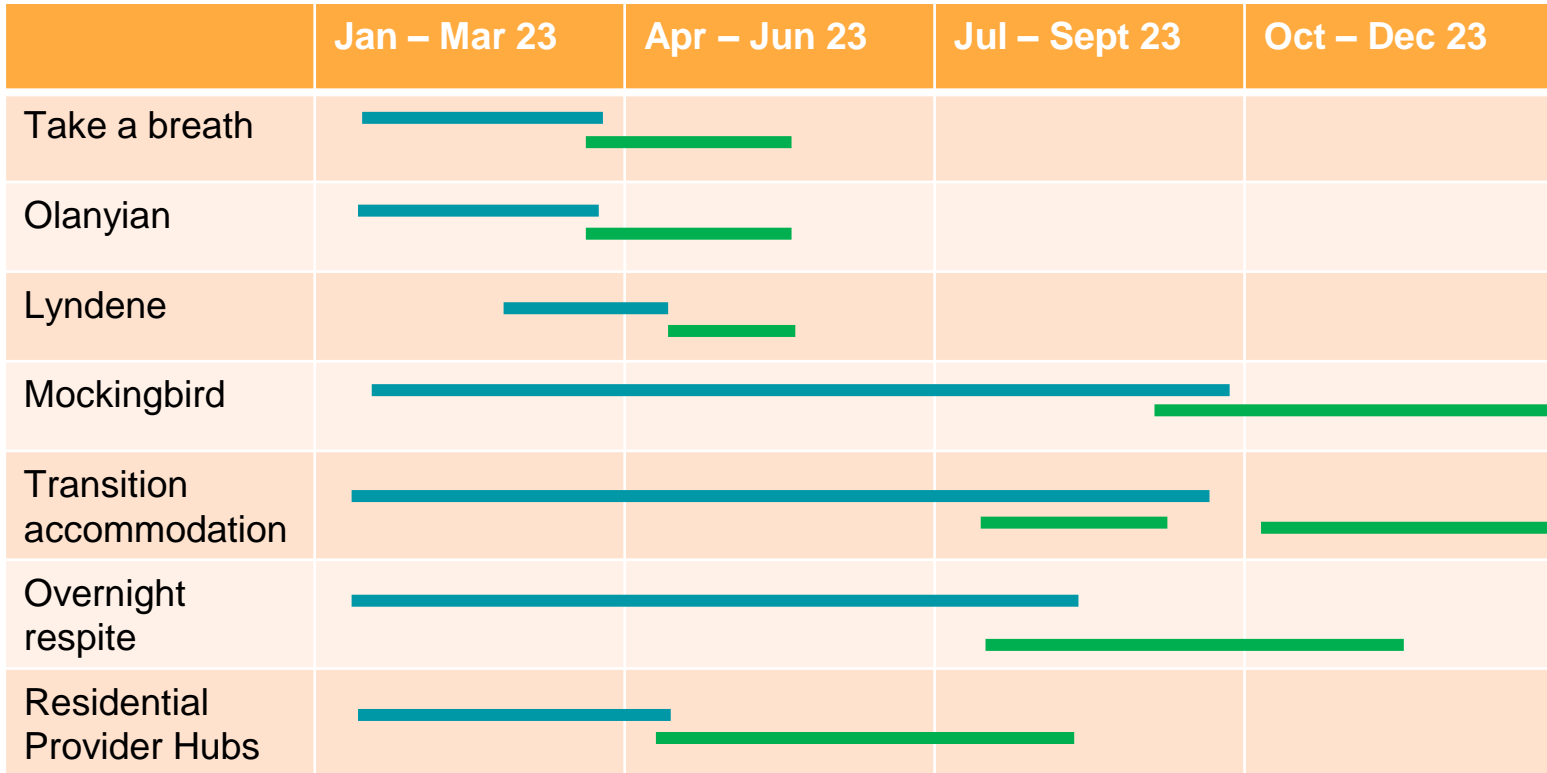
- ✓ Lyndene
- ✓ Shared care services
- ✓ Childminder and extended school offer
- ✓ Short breaks provider model

Financial modelling

Revised service specification

Provider engagement

Implementation Timeline



Implementation 

Delivery 

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 8 March 2023

Subject: One Education Limited – Update on Activities

Report of: Director of Education

Summary

This report is based on information provided to officers by One Education Limited. It outlines developments with One Education since the last report to scrutiny, in February 2015, its range of services currently offered to schools in Manchester and its plans for the future role it hopes to play in the life of school children in Manchester.

Recommendation

The Children and Young People Scrutiny Committee is asked to note the contents of the report.

Wards Affected: All

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

There is no current impact.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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The work of One Education Limited is applicable to all young people of nursery, primary and secondary school age and their settings', along with their families where intervention and assessment takes place in relation to e.g.; Adoption services.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
<p>A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>We provide new local jobs, traineeships, apprenticeships, work experience, expenditure in local supply chain, investment in Manchester;</p> <ul style="list-style-type: none"> • Employ apprentices and offer work experience /internships across a range of services to local young people • Overwhelming majority of staff live in GMCA region • Very diverse ethnic and cultural staff establishment representative of Manchester’s ethnic diversity • Hold conferences – School Business Manager, Safeguarding, Literacy – free CPD to school (and therefore effectively) MCC employees we are the leading organisation in the region for the sector • Provide work placement/traineeships opportunities for Manchester resident students in both Educational Psychology and Therapeutic Interventions. These opportunities are rare on a national scale and the Company provides a unique environment for these students to experience both case work and cross service working.
<p>A highly skilled city: world class and home-grown talent sustaining the city’s economic success</p>	<p>One Education has developed a recruitment model by which encourages the CPD of all staff across their disciplines to further their own attainments and enrich the capabilities of those working in education across the City</p>

<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<ul style="list-style-type: none"> • The Manchester minimum wage and Living wage accredited and paying above it. • Flexible and family-oriented employer with many fractional contracts as requested by staff to accommodate family commitments – always respond in affirmative to requests. • Developing and leading on significant regional wellbeing initiatives for schools across the City for staff and children well-being instruction in schools around both mental health and nutrition training and self-help methods to make schools better places to be for all.
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<ul style="list-style-type: none"> • Hot desk and agile working encouraged (mandatory in some services) to reduce employee travel and the ‘return to base’ mentality • Major WFH initiative post COVID-19 is ongoing • Ensure all our waste is sorted and recycled by landlords • Move to RSS software for the EP service, a paperless case management system to reduce stationery requirements further
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<ul style="list-style-type: none"> • Work across the City and across services with LADO, CAMHS, Adoption agency, NHS and universities to achieve greater synergy and joined up working to support children • Continual offer of time to assist and enhance services that will not lead to commercial opportunities but are vital to communities being made better • Urgent response to local community incidents offering provision of counselling and support for members in respect of trauma interventions • Music – facilitate Manchester Music Hub but also store, repair and loan for free instruments to schools and music events as part of the service as evidenced by Hub and Arts council we always go further than any commission • Cross cultural reach of music across Manchester is significant

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

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1.0 Introduction

- 1.1 This report is based on information provided to officers by Stuart Fern, Acting Chief Executive of One Education Limited. The report provides an update on the current operating model of the Company, the services available for schools to procure and the proposed future plans for the Company following an independent review of its operations by SOLACE, commissioned by MCC.

2.0 Overview

- 2.1 The Company is a wholly owned Council company, continuing to operate as a limited company at arms-length from the Council, since incorporation in 2011. It has never received any subsidy or funding from the Council and trades with schools and associated public bodies on its own merits in the marketplace of schools' procurement of services for both Specialist Pupil Services and School Business related services and interventions.
- 2.2 Current governance of its activities are through its Board with two senior MCC officers as Non-Executive Directors. Its activities and quality of delivery are also clear to MCC from the many engagements MCC staff have with the Company during the course of providing support to schools in Manchester as One Education operate services in many primary, and some secondary, settings.
- 2.3 The Company was set up to operate at arms-length from the Council in order to allow it sufficient flexibility to operate successfully in the competitive schools' market, delivering high quality education services to schools in Manchester and into other boroughs/regions should the opportunity arise.
- 2.4 The Company provides 10 main services, please see Appendix A for a detailed list of their operational profile and engagements with schools, other bodies and contribution to Manchester schools and communities. It employs approx. 210 staff, has an income of £10.5m and at an operational level is a very marginal business, generating a very small surplus that it reinvests into its activities to continue supporting schools and pupils.
- 2.5 MCC commissions are around 15% of income – this in the main being the contract for Educational Psychology won by the Company in an open tender competition in 2020. This figure is down from 42% on incorporation in 2011 and further illustrates the operation at arms-length independently with schools. Regionally income from schools is - 87% Manchester, 11% GMCA boroughs and 2% elsewhere.
- 2.6 Its success is measured in the quality and competitiveness of its services and the year on year retention of business from schools. Consistently, 94% of schools and customers renew their decision to purchase services from the Company each year. 73% of these schools buy two or more services from the Company illustrating their trust in the high quality of provision across all services. Where business is lost, it is usually down to schools joining Multi

Academy Trusts that have their own in-house provision or other national preferred suppliers.

3.0 Current Operations

3.1 Company continues to win schools' business for its services in a number of ways:

- Transfer – where a member of a schools Senior Leadership Team move schools and introduce the Company as a previously satisfied customer
- Marketing and traditional sales techniques – introducing our services and engaging in dialogue with a school new to us and the school buying a service
- Incrementally in a school where, having bought a service they then approach the company to provide other services from the portfolio
- Where schools are dissatisfied with their current supplier
- Local Authorities stopping providing a service or the quality no longer being what a school require
- By bidding for commissions from awarding bodies- LAs, Adoption First, MATs, DfE moderations etc

3.2 Engagement with, and commitment to the Council is key to both the Company's profile in Manchester and its relationship with schools in achieving the best possible outcomes for pupils and schools in the region. This engagement takes place on several levels:

- Regular dialogue between Director of Education, Assistant Director and Senior Leaders in the Directorate and the Company's staff around MCC initiatives, developments and the Council's priorities for schools and young people
- Joint working on delivering a SchoolsHub website with the Council and the Manchester Schools Alliance to provide a platform for school resources and training – the cost being sponsored by the Company
- Supporting the Council's risk management process for schools
- Reciprocal invitations to both bodies staff to speak at/attend schools' events, conferences and awareness sessions in the City across the academic year
- Sole provider of the statutory Educational Psychology work required by the Council
- Trusted partner and provider of services to schools signposted to the Company
- Assist in the delivery of specialist initiatives on behalf of the Council where they do not have the specialist staffing numbers to deliver

3.3 Engagement with Manchester and its communities are inherent in the operation of the Company's services. Some recent examples of this are:

- Our Year 2022 – supporting event's through the music service performing at them with students from our music centres. Also supported with

donations of art materials and gifts for the achievement awards day. Will continue to support and engage with the UNICEF's 'Child friendly cities and communities' award initiative going forward.

- Supporting local charities with corporate donations and staff engagement and donations, we were proud to be part of the Wood Street Mission Christmas appeal and will be working closely with them on their objectives around books and literacy in the coming year.
- Supported the no-cost specification and roll-out of 500+ laptops to pupils during lockdown and subsequently as part of the MCC and DfE initiatives
- Working with MCC and cross service teams on refugee, adoption and family intervention issues in the community

4.0 Future shape and operation

4.1 It has been acknowledged by both the Company's Board and the Council that continuing to trade as a limited company (under the companies Act 2006) is not ideal and that a change in entity status would enhance the Companies ability to work in the best interests of pupil and school outcomes.

4.2 To this end the council commissioned SOLACE to undertake a review of the Company's current operation and structures and recommend a way forward.

4.3 Some of the accepted recommendations from the review are:

- The Company adopts governance and legal frameworks that would allow it to become a charitable organisation limited by guarantee. This would then allow for the application for grant and charitable sector funding (not currently available as a limited commercial company in law) to further all of its pupil services and broaden the Company's ability to support schools and pupil interventions for Manchester.
- The Board is strengthened with Non-Executive members outside of MCC, three to be appointed including an independent Chair, this recruitment is currently ongoing
- Putting in place a clear Shareholder Agreement which sets out the obligations between MCC and the Company and review the Articles of Association as part of this. The Shareholder Agreement should include the treatment of future surpluses and the pension liability issue.
- Develop further 'arms-length' relationships with MCC and the Manchester Schools Alliance to provide, develop and enhance services available for schools to purchase.

4.4 All of the Company's Specialist Pupil services are focussed on the outcomes for the child being the best they can be and are can be characterised as being charitable pursuits.

5.0 Conclusion

5.1 One Education has an exciting future ahead continuing to work in partnership with the Council whilst also delivering high quality, best practice services direct

to schools, academies, children and young person-centred organisations, and the community at large.

- 5.2 The Company will have to remain agile and reach out further to the markets it operates in, ensuring it maintains its market presence and importance as a trusted service provider as the landscape of school's changes with the accelerated academisation of schools happening throughout the region.

Appendix 1 – List of main services

Education Psychology (EP)

One of the largest EP services in England providing the complete range of intervention and assessment services to schools and the MCC statutory case work.

- MCC statutory work contract £1.5m (awarded through Council's tender process)
- Direct to school's service £1.2m
- Adoption services work with children and families
- CAMHS, LADO, Care Leaver, Refugee Council etc cross agency work
- Provide emergency EP intervention for MCC when needed in for all schools and child settings
- Developed Inclusion Toolkit for all Manchester schools with MCC
- Strong links to both universities and professional bodies across region

Music Service

One of the largest metropolitan music services, £1.5m, in the UK with considerable reach across schools, their communities and the City's cultural life.

- Work with 98% of Manchester schools
- Deliver services on behalf of the regional Manchester Music Hub funded by the Arts Council
- Provide 5, No-Fee Membership Music Centres across the City for 700 extracurricular music students
- Key player in supporting and delivering community music events across the City using variety of venues – RNCM, Bridgwater Hall, Stoller Hal, BotW etc
- Support and promote culturally important music- Irish Centre, Steel drum, Balalaika, African drumming

Educational Welfare and Safeguarding

- Attendance training, monitoring and consultancy
- Safeguarding audits, training and consultancy
- Educational Welfare support
- Casework with children and families
- Support for legal proceedings

Literacy, SEND and School Development

Providing a comprehensive service, training and advice on all things related to school and pupil improvement and development focussing on:

- Early Years learning and engagement
- Curriculum development
- Literacy assessment, support and development
- Reading Award

- School development and staff coaching
- SENDCo support training and intervention
- Speech and Language therapy

Therapeutic and Trauma Intervention

Team of HCPC registered practitioners working in early intervention and complex casework:

- Mental Health and Behaviour needs
- Drama, Art, Horticultural etc therapeutic interventions
- Counselling
- Family work and intervention around adoption and fostering

Human Resources

Working in over 130 schools at all levels of staff issue from absence management to wellbeing.

- In house HR support
- HR and people Training
- Single Centre record audits
- Staff wellbeing
- HR Help/advice line

IT and IT Supplies

Complete range of IT services for over 120 schools from initial consultancy and specification through to software support and hardware provision.

- SIMS (school's pupil information software) support
- Internet and connection management
- Hardware sales – screens, laptops, educational devices
- Audio Visual
- Online safeguarding and cyber security
- New builds/installations for whole school solutions

Governors

A comprehensive clerking and advice service to school governing bodies.

- Clerking & advice service to schools
- Support and training for new and established governors
- One Governor online support package

School Finance

Independent finance support and processing for over 70 schools and academies from basic levels through to consultancy and senior team support in budgeting and finance transactions

- Budget support
- Financial Admin processing
- Scholl Business Management cover
- Staff training on software, processes and procedures
- BACS training
- Financial healthcheck/audit

Payroll

Operation of a registered payroll bureau and transactional HR service for over 50 schools.

- Payroll and HR services
- People manager Portal
- DBS service
- Pension services

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Brochure
2022/23

Specialist school services
and education expertise



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Welcome

Introduction from our Chief Executive

It is my great pleasure to welcome you to our brochure for the 22/23 academic year. I hope it will provide you with a real insight into One Education and the unique variety of services we offer to help your school achieve the best possible outcomes for pupils and staff.

For more than ten years, One Education have been proud to deliver a range of pupil and business services to our customers that have kept pace with the variety of challenges facing schools and academies in the education sector. We provide a bespoke, best fit solution for each individual school.

Our teams are looking forward to the new academic year and the opportunity to work with your school and deliver the best outcomes for your pupils, staff and business processes; all tailored to your own requirements.

Our unique appeal as a provider is in the variety and synergy of the portfolio of services we offer, supporting school leaders, teachers and support staff to achieve the best they possibly can across the whole school.

Each service team is made up of expert, highly qualified and experienced professionals. All services enjoy an enviable reputation of delivering the most up to date best practise of the highest quality in their own field.



It is always a privilege to work alongside our colleagues in education and our staff pride themselves on quickly being seen as part of a school's team. More than just a supplier of a service, they become a valued colleague and partner, helping your teams achieve the best outcomes for children and staff development.

Working with over 400 schools and trusts, we are immensely proud of all that we have achieved to enhance the learning environment and experience for our schools. I do hope we have the opportunity to partner with your school this year, supporting you on the next step of your school's journey to become the best you can be!

Welcome to the One Education family!

Stuart Fern, CEO



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93%

of our customers stay
with One Education each year

Who we are



Introduction to One Education

Mission Statement

Driven by our ambition to promote quality and equity in education, we will devote our time, energy and expertise to make your school the best it can be, keeping pupil outcomes and their welfare at the heart of everything we do.

Vision Statement

To work collaboratively across the educational sector and with many other agencies, charities, social care providers, academic and government bodies to continually enhance our service offer, improve our reach and secure the best outcomes for children and young people.

Our Core Values

Integrity

Our services act with integrity and confidentiality at all times. With a commitment to raise standards in education, we will only offer solutions that respond effectively to your needs, confident that our support will enhance and further all your aims and objectives.

Independence

One Education proudly offer independent and impartial advice and support to our schools, we work exclusively and discreetly with each of our schools using evidence-based strategies and research to inform all our services to best serve each school, their pupils and their wider community.

Intervention

Prioritising pupil outcomes, all our intervention and consultancy services place the young person and their needs at the centre of their work. Our teams pride themselves on becoming an extension of the schools and organisations they support, working in partnership with staff to resolve complex challenges and create better opportunities for pupils.

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staff dedicated to putting children first

Appendix 2, Item 8

“
Extremely creative, dynamic, always working towards empowering the class teacher, fostering confidence and enthusiasm.”

Sally Judge, Headteacher
Delamere School



Account Managers

With extensive experience of working with schools and trusts, our account managers understand that every setting is unique. Sharing your passion for education, your dedicated account manager will work in close partnership with your team, taking the time to understand your current circumstances and wider school vision.

Our staff will listen carefully to your requirements and identify opportunities for development, recommending services to effectively meet your needs. Always on hand to answer any questions or concerns, you can consider your account manager as an extended member of your school, supporting you every step of the way on your journey to outstanding.

Account managers are available to visit you in school providing a wide range of advice and guidance along with a free no obligation consultation.

Appointments are always available on a flexible basis to suit your timetable.

Purchasing Options

Purchasing Options

With an understanding that One Education offers a wide range of services, ensuring our support is flexible and responsive to ever changing school needs and budgets.

Our various purchasing options are bespoke and tailored to meet your requirements. Guiding you every step of the way, our experts will discuss your options with you, sharing advice and recommendations to help you find the best fit for your school.

Service Level Agreements

One, two, or three year agreements to secure a level of service completely tailored to meet the needs of your school or academy.

Spot Purchases

Nobody can predict the future, so rest assured we have a range of products and services available to buy as a spot purchase at a time when you need them most.

Virtual Training

Whether it is live or pre-recorded, a series or a one-off bespoke training session, our dedicated team of consultants will be able to offer in-depth knowledge and expertise across our range of subjects.

Termly Agreements

From time to time, educational settings need a termly agreement to “plug the gaps” that can arise in schools. Once you have identified exactly what you need, our specialist advisers will work with you to discuss how we can put support in place in the most timely and cost-effective way.

Onsite Bespoke Training

One Education is committed to giving teachers, support staff and leadership the tools you need to feel confident in your roles. We know that time is a precious commodity, which is why we offer onsite bespoke training to match your specification, whether that is 1-2-1 training, half a dozen, or whole-school support.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

A look across our year in 2022-2023

Alongside all the specific training and awareness days we hold for schools, we also host headline events throughout the academic year.



2022	→	→	2023	→	→	→	→
September	October	November	January	February	March	April	July
Inset day Training At the start of the school year, our teams are out in schools supporting welfare and safeguarding training, sharing latest updates, advice and guidance.	Literacy Conference Annual event for all literacy practitioners to hear exceptional keynote speakers and reflect on leading-edge research, gaining new ideas and practical resources.	School Finance Conference This full day annual conference gives delegates the opportunity to engage with School Finance experts and discuss the latest updates.	Transition Conference One Education in collaboration with Manchester City Council bring together workshops, learning how best to support pupils transition from primary to secondary education.	Safeguarding Conference Annual conference bringing together national leaders and experts in safeguarding and child protection, sharing the latest research and guidance with delegates.	Irish Music Festival A week of celebrating Irish culture with various concerts and workshops, introducing children to Irish folksongs, musical instruments and dancing.	Leadership Conference An inspirational event for school leadership teams, with masterclasses and motivational speakers sharing expertise across a wide range of areas.	The Big Sing The Music Team brings together 1,600 pupils at Bridgewater Hall to share the joys of singing and celebrate the end of the school year.

“
**Very professional,
thorough, and
thoughtfully
undertaken.**”

Co-op Academy
New Islington

➤ **OUR EXPERTS**

We have extensive experience and exemplary track record in supporting academy conversion and the successful growth of multi-academy trusts.

Working in partnership with experienced solicitors and building surveyors, we will guide you throughout the transition to academy status and beyond, giving you the best chance for future success.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

School Business Management
Academisation

All schools and academy trusts will be preparing for their future in a fully trust-led system. Our consultants will advise you on joining a trust that is right for your school, reflecting your own ethos, vision and style of governance.

Working together, we help to build a strong family of trusts and deliver the best outcomes for pupils. Get in touch for a free no-obligation consultation to discuss your next steps.



Strategic Project Management

Work with our project management team for a smooth conversion process. We will support you through every step of your journey, creating a bespoke plan for important milestones and timescales.

With extensive knowledge and experience, your dedicated project lead will provide strategic advice and guidance, liaising with all appropriate stakeholders.

Governance

Working closely with your school governance and leadership, our consultants will help you set the strategic direction of your school, giving you the confidence and clarity of vision to explore different academy options and make informed decisions.

We deliver skills audits, training and briefing sessions, helping you establish strong structures of governance.

HR Support

Supporting you in discussions and due diligence activity, our professional HR service will ensure a simple and straightforward transition.

Our team will provide a complete TUPE management service, sharing up-to-date advice, giving your staff peace of mind during times of change.

Legal Services

Working in partnership with experienced solicitors, we will help you navigate the journey to academy status, ensuring you are prepared to meet all the legal intricacies ahead.

Slater Heelis is a leading law firm, offering a full range of legal services to schools and trusts. Together, we will help you establish a new legal identity, create funding agreements, and transfer existing assets.

Finance

Drawing on a wealth of financial expertise, our consultants can guide you through the academisation process, laying the foundations for sustainable growth and security. We will support you from start to finish, from closing down and creating new accounts, to budget planning and data submission.

Land & Buildings

We will carry out a due diligence technical report, assessing the design, functionality and space of your school premises.

Working in partnership with Property Tectonics, we will quantify future cost liabilities and produce an Asset Management Plan.



Service Overview

- Strategic Project Management
- Governance
- HR Support
- Legal Services
- Finance
- Land & Buildings
- Health & Safety
- IT Services



FOLLOW US

Health & Safety

As a new academy all legal responsibility shifts from the Local Authority to the trust. You must comply with all relevant health and safety legislation for the benefit of staff, pupils and visitors.

From the development of policies and procedures, to risk assessments and emergency planning, our consultants will help you with every aspect of health and safety compliance, making your trust an employer of choice.

IT Services

Providing high quality solutions, our IT consultants will help you put the systems in place to effectively manage your new responsibilities.

Our service includes an audit of your IT requirements and data protection; negotiation of IT contracts and the development of an IT business continuity plan. We can also provide website and marketing development to raise the profile of your new academy trust.

Free no obligation consultation

By 2030 all schools must be in a Multi-Academy Trust, or be in the process of joining one. This means joining an existing trust or partnering with other schools.

To determine the best course of action for your school, get in touch for a free consultation.

After your free no obligation consultation we will send across a predefined project cost. All services supporting you with academisation can be purchased separately at an individual day rate.

Call on 0161 276 0153 or email hrpeople@oneeducation.co.uk



400

Working with over 400 schools and academies

“
One Education has provided excellent support clerking meetings over the past few years. They provide reliable advice and insight.”

John Kalnins, Chair of Directors
Holy Family of Nazareth Catholic Academy Trust



OUR EXPERTS

Our team of experts have vast experience working within governance and the education sector. With unrivalled knowledge and expertise in all aspects of school and academy governance, we deliver a trusted and reliable service, strengthening your leadership and ensuring all statutory duties are met.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

School Business Management

Governor Support

To continually raise educational standards and improve pupil attainment, strong and effective governance is essential.

Our Governor Services will work in partnership with your school, equipping your board with the knowledge, leadership expertise and operational effectiveness to deliver the best outcomes for your pupils.



External Review of Governance

Ensure your governing board is responsive, accountable, and ready for inspection and audit. Our holistic approach combines a compliance and impact review with self-evaluation and skills analysis. With focused action plans and ongoing support, our team will keep you on track for success.

Clerking Service

With wide-ranging skills and expertise, our professional clerking service offers compliant, independent and quality support to schools and academies.

Our clerks will work in partnership with your governing board, providing specialist advice and guidance to embed best practice and assure policy and procedural compliance.

Governor Advice & Guidance

Highly qualified and experienced, our consultants can share expertise in all matters of school governance.

Access timely and practical solutions through our termly handbooks and telephone advice line, plus invitation to networking events and procedural advice.

Governor Professional Development

Choose from a wide range of training courses to find professional development routes that are up-to-date, engaging and relevant to your school.

Options include networks for chairs, academy governance, preparing for Ofsted, understanding data, finance and more.

Support for New Governors

Prepare new governors with the skills and knowledge to make the most of their new role.

New governors will benefit from a 'Welcome to Governance' induction pack, bespoke introductory training, plus expert advice and guidance.

One Governor

Embed strong governance at your school with our all-in-one support package. The One Governor service gives you access to all our online resources, termly handbooks and governor support helpline.

You can also benefit from a variety of training opportunities and governor professional development.



Service Overview

- External Review of Governance
- Clerking Service
- Governor Advice & Guidance
- Governor Professional Development
- Support for New Governors
- One Governor



FOLLOW US

“
Excellent service. One stop shop with instant access to consultants, engineers, sales and support.”

Nicola Evans, School Business Manager
Heald Place Primary School

OUR EXPERTS
Our team is made up of highly qualified IT consultants and technicians, including ITIL-certified experts and accredited Prince 2 Practitioners.

With over twenty years' experience working in education, we understand all of the challenges unique to the school environment. Combining our industry expertise with your school vision, we help you make the most of your IT systems and data.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

School Business Management

IT & MIS

In all aspects of education, from teaching and learning to school business management, the role of technology has rapidly evolved. With each wave of digital transformation, it becomes more important for schools to find an IT partner they can trust.

Working exclusively in education, our IT professionals will help you stay ahead of the digital curve and deliver the best outcomes for pupils.



SIMS/Arbor

Our experienced service desk offers support in SIMS and Arbor to over 200 schools. Providing unlimited telephone remote support and training opportunities, we pride ourselves on being more than just a helpdesk, sharing strategic advice and practical solutions to help you manage your systems effectively.

We can also offer consultancy on statutory returns, assessment templates, and data analysis. As a trusted and reliable service provider, we will automatically backup your MIS data, supporting your commitment to safeguarding.

IT Technical Support

As a single point of contact for all your IT issues and requirements, our team will provide all the advice and guidance you need to maximise efficiency and improve school performance.

We provide a variety of support options, from remote monitoring to regular on-site visits with unlimited telephone and service desk access, guaranteeing you timely solutions and proactive support.

School Broadband

Having secure and high-speed internet connectivity is essential to meet the demands of a modern day education. With a range of connectivity options, including FTTC, FTTP and Leased lines up to 10Gbps, complemented with our secure firewall and filtering solution, we will help you enrich the learning experience whilst keeping your school protected in line with DfE guidance.

Telephony Services

As the UK's telephone network is upgraded, we can support your seamless transition to a cloud based solution complementing our broadband offer. In partnership with Clarion Communications, we offer a 3CX software-based solution tailored to educational settings, ensuring you have the systems you need to communicate effectively with staff, parents and the wider community.

Hardware Procurement

From laptops, tablets, desktop PCs, and audio visual equipment through to whole-school network and infrastructure, we have the best hardware solutions for schools. Our consultants will review your current provision, providing you with a strategic plan for replacement and improvement.



Service Overview

- SIMS/Arbor
- IT Technical Support
- School Broadband
- Telephony Services
- Hardware Procurement
- Apple Solutions
- Asset Disposal
- Audio & Visual
- CCTV & Security Systems
- Installation Services
- InVentry
- School Build Projects
- Network & Infrastructure
- Online Safeguarding & Security
- Printing Solutions
- Software & Licensing
- Wireless Networking

Apple Solutions

We provide a full range of Apple products, available at highly competitive prices. Sharing advice and guidance, our experts will help you make the most of each device in a fully managed and secure environment.

Our team can deliver training for both staff and pupils, sharing digital skills and safety advice across all areas of the curriculum. With storage units, engraving services, and other security options available, we can offer a variety of options to protect your devices.

Audio Visual & Sensory

From a single projector bulb through to full conferencing and theatre solutions, we can equip your school with the latest leading-edge technology, sharing expertise and guidance to help you make the most of your investment.

In partnership with Prowise, we offer highly competitive touchscreen technology options, providing you with the most up to date hardware and software features to enhance the learning environment in your classrooms.

Installation Services

With experience in all education settings, our installation team can ensure all your IT systems are installed to the highest standards, from computer, sensory and media suites to mobile devices and servers, as well as whole-school cabling and wifi infrastructure.

We offer a bespoke service, meeting with you to discuss your requirements so we can integrate solutions into your existing network. We will support you throughout the installation process, from the initial planning stage to completion and sign off.

School Build Projects

From initial design to final handover, One Education can provide full IT infrastructure for whole school builds and extensions. Delivering projects directly and through the DfE framework, One Education's expert Technical Architects and Project Managers have a wide range of experience in school build project design and delivery.

Working closely with schools, authority and construction partners, we can help you realise your vision for the school whilst ensuring costs, time and resources are balanced in line with your project requirements.

We can support you in many areas, including:

- Bid Support
- Tender and Procurement
- Design Drawings/Review
- Implementation
- Project Management

Network & Infrastructure

With state of the art network design and installation services, we offer a whole-school infrastructure solution tailored to your unique requirements.

Our team can offer support and daily monitoring for all servers and devices. We will also share advice on your switch environment and comms cabinets in order to complement your internet and wifi network, maximising efficiency throughout your whole school.

Online Safeguarding & Security

As children grow up in an increasingly digital world, it is essential to put safeguarding measures in place and equip pupils with the knowledge to stay safe online, both in school and beyond. Working together, our consultants will help you to strengthen your online safety policies and procedures.

With expertise in the latest software and technologies, our team can deliver advice and training to both staff and parents, whilst securing your IT infrastructure to keep pupils protected at all times.

Printing Solutions

Helping to tackle costs and drive sustainability we can provide a fully managed print solution, optimising workflow whilst supporting your commitment to data protection and safeguarding.

Our Visibility & Traceability solutions monitor every page that gets printed or scanned, minimising spends and security risks. With a wide range of devices available, we can help you transform your whole-school infrastructure, or make incremental yet vital improvements.

Software and Licensing

Providing best value annual subscriptions and perpetual licences, we will help you to keep your school devices and data secure, up to date, and protected at all times.

We offer competitive pricing for all software, including Microsoft, Google, Adobe, Impero, and more. In partnership with Sophos, we can also advise you on cybersecurity and anti-Virus, whilst guaranteeing cost-effective pricing for all your school devices.

Wireless Networking

Wireless devices are intrinsic to the school day, facilitating teaching and learning as well as administrative functions. Meet all the demands of a 21st century education with our wireless network support and installation services.

Our solutions can be tailored to each individual setting and your requirements. From initial survey to installation, we will help you through every step of the process, ensuring fast and reliable connection across the whole school.

Asset Disposal

With the rapid evolution of technology, schools can find they are stuck with obsolete IT and electrical devices. We offer collection and disposal services free of charge, with the possibility for schools to earn cashback for certain items.

All IT and consumer electronic assets will be audited, with full reporting and transparency throughout the process. We also offer on-site and off-site government level NCSC-approved certified data wiping and physical destruction, with strict Chain of Custody procedures on all data-bearing assets.

CCTV & Security Systems

In school, the safety and wellbeing of pupils, staff, and visitors is paramount. Providing whole school security design, procurement, installation and maintenance services, we offer the highest level of protection, improving children's security in compliance with Ofsted guidelines.

Our team will carry out either a full site survey, or partial for any enhancements, assessing your specific objectives to achieve a safe and secure learning environment for all.

InVentry

Trusted by over 8,000 schools, InVentry will give you peace of mind, keeping track of who is in school at any given time. Integrating with all leading MIS systems, InVentry guarantees identity information and attendance records are kept up to date, accurate and secure.

Designed to support GDPR and safeguarding, InVentry can help you maximise efficiency whilst also complying with Ofsted requirements.

“
The support from One Education HR is exemplary! The service is outstanding, swift, detailed and considered. I would highly recommend.”

Mel Michael, Headteacher
St Luke's C of E Primary School, Bury

OUR EXPERTS

We have a large team of HR professionals who are all CIPD qualified, including employment solicitors and members accredited in safer recruitment, mediation, and mental health first aid.

With a breadth of knowledge and expertise, our team can help you respond to any school management issue, working closely with your leadership to determine the best course of action to take.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at hrpeople@oneeducation.co.uk or call us at 0161 276 0153

School Business Management
Human Resources

Working with hundreds of schools and multi-academy trusts, our consultants provide a trusted and reliable HR service, enabling you to deliver the best possible education for children and young people.

Consider us as an extra member of your management team, working together to build a strong, sustainable infrastructure that allows you to achieve your school priorities.



HR Support Service

Our HR team will support you in all aspects of people management, including day-to-day and strategic challenges, giving you more time to focus on teaching and learning.

Our advisors can support you with casework management; investigations, hearings and tribunals; critical incident support; strategic workforce planning, ISR / Leadership pay and pay performance management.

In House HR Support

Benefit from additional capacity and expertise to support your in-house HR provision, provided on a retainer basis with no upfront annual fee.

Our Core Retainer includes the HR Support Helpline; preferential daily rate to access any of our highly experienced HR professionals; and 20% reduction off unlimited places on our HR training courses.

Our Enhanced Retainer is as above with the addition of an annual HR healthcheck; termly on-site visits to support proactive HR planning; plus a designated client relation manager.

HR Advice Line

Our HR professionals can help you with any question or concern. Contact us on an unlimited basis, as often as you like. The helpline can be purchased, if you do not have a SLA with us, to support your current HR provision and can be started at any time of the year.

We can be reached by phone or email, available all year round. Providing sound and practical advice, our team resolves 80% of all queries during initial contact.

Bespoke Training

We have a range of training sessions that can be delivered in your school. Alternatively you can spread the cost further by joining up with neighbouring schools.

Whatever the topic, our team delivers training in creative and engaging ways to ensure your staff leave each session confident in their newfound knowledge. We will design CPD around the needs of your school, offered as full-day, half-day, twilight sessions, part of INSET training days or online.



Service Overview

- HR Support Service
- In House HR Support
- HR Advice Line
- Bespoke Training
- School Equality Assessment
- Staff Wellbeing
- Single Central Record Audit
- Lockdown Procedures
- GDPR School Compliance Audit
- Mediation

School Equality Assessment

Our assessment will evaluate your current provision and identify action points, ensuring your governors and leadership team are ready for their next Ofsted inspection.

Gain a fresh perspective on the promotion of equality and diversity in schools, and find out what more your school can do to protect pupils in compliance with national legislation and guidance.

Staff Wellbeing

Staff wellbeing is fundamental to the fabric of your community, making a huge difference to school performance and the outcomes of your pupils. As a metric under the framework for Outstanding leadership, it is also a crucial step in your school improvement journey.

Our consultants will help you put wellbeing at the heart of your school priorities. We will review your current practices, provide action plans and assistance, plus we can support you to achieve our Excellence for Wellbeing Award.



Single Central Record Audit

Ensure your school is compliant with legal requirements and Ofsted expectations. As an essential safeguarding document schools must regularly maintain and review their Single Central Record to ensure it is accurate, complete and up-to-date.

Benefit from an intensive review of your current systems and practices. Our audit includes an on-site meeting with those responsible for managing the SCR, giving you the opportunity to meet with experts and deepen your understanding. You will be provided with a report which will detail actions and recommendations.

Lockdown Procedures

The requirement to 'lockdown' in response to a potential threat can be a daunting experience for school leaders. Incidents are often unforeseen leaving little time to plan your response. Being prepared for a potential situation will allow you to respond effectively, ensuring the safety of your pupils and staff.

Working alongside security consultants Stealth Ops UK, our team deliver a full lockdown audit and site visit to survey your perimeter and access points; security training and guidance for emergencies; and overseeing a lockdown drill in operation.

GDPR School Compliance Audit

GDPR can be a mind field for school staff, with an abundance of records, databases, and information held for both students and employees.

This audit will ensure you are compliant with legislation, identifying and advising how you manage, process and delete data. A report covering four key areas: accountability and governance, documentation, processes and procedures, and data protection officer responsibilities will make recommendations to support ongoing compliance.

Mediation

Working exclusively in education, our accredited mediators understand the many issues that can arise in schools and potentially cause disputes, jeopardising morale and productivity.

Providing an impartial and professional service, we can help you reach a resolution and prevent matters from escalating, allowing you to move forward as a team and as a school.



100,000
Supporting over 100,000 pupils to reach their potential

“
An invaluable “fresh eyes” look at our existing marketing efforts, offering innovative ideas that we had not previously considered.
”

Ellie Linton, Communications & Marketing Manager
Oswald Road Primary School



OUR EXPERTS

Our team has a wealth of experience in the industry, developing effective marketing strategies and delivering highly successful multi-channel campaigns.

With extensive knowledge and expertise, our consultants offer a fully integrated marketing and graphic design service, making your school the first choice for pupils and parents.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at **0161 276 0160**

School Business Management

Marketing Services

Our professional Marketing Services will help your school build a strong reputation, boosting admissions, attracting the best talent, and making connections across the wider community.

Tailoring our support to reflect your needs, we will promote your school across a range of digital and traditional marketing channels, expanding your reach, refining your image, and ensuring your message is heard.



Marketing Strategy

Providing a personalised service, we will take the time to get to know your school, developing a clear strategic plan that reflects your ethos and community. Carrying out a full situational analysis, our experts will determine where your school currently stands and set objectives for the future. We will develop marketing strategies and operational plans, plotting the course for your school's success.

Branding

Your brand is who you are and what you stand for. Working closely with your team to define your core values and mission, we will build a strong brand that sets your school apart. With years of experience in the industry, our consultants will guide you through every step of the branding process, from school logo and brand guidelines, through to consistent designs across printed and online assets.

Website Services

As the first port of call for prospective parents and pupils, it is vital that your school website performs to a high standard. Building websites that are engaging, informative, and easy to navigate, our team will ensure your school leaves a positive and lasting first impression.

Communication

Working with schools and trusts, we see the wonderful work that staff and students achieve everyday. By strengthening your communications strategy, we will ensure you get the message out into the wider community. Offering a complete service from copywriting through to design and print, we can produce newsletters, prospectuses, press releases, as well as website content management and crisis communication.

Photography & Video Production

A picture is worth a thousand words - and a video even more! Creating powerful and emotive imagery for your marketing literature and website, we can help your school tell its story.

Social Media

With the right marketing strategy, social media can be the perfect platform to share news updates and showcase learning, bringing your community closer together.

Our experts will share best practice and content ideas, helping you to grow your social media presence and raise the profile of your school. We can set up accounts; deliver training; and support your staff with social media campaigns.



Service Overview

- Marketing Strategy
- Branding
- Website Services
- Communication
- Photography & Video production
- Social Media



FOLLOW US

“
Joining One Education Payroll was the best decision we ever made. Everything is dealt with promptly and efficiently.”

Donna Dillon, HR & Finance Manager
Moston Lane Primary School



OUR EXPERTS

Our Payroll team has over twenty years' experience providing payroll services working within the education and public sector.

With expertise in a wide range of areas, supporting ISR reviews, pensions administration, and FMS finance systems, our friendly and professional staff can support your school with all pay related tasks.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

School Business Management

Payroll

Payroll plays an important part in the employee experience but with constant policy updates and time pressures, delivering on your payroll promises can be a complex task. We ensure a flexible service to cater for all your payroll requests.

Providing a trusted and reliable service to schools, our experts can give you peace of mind knowing that your staff are paid accurately and on time.



Payroll Services

With an understanding that every setting is unique, your designated payroll adviser will take the time to get to know your school and respond effectively to all your payroll requests.

Our payroll team prides itself on excellent customer service. We provide a dedicated advisor who can deal with all your payroll queries - working closely with your school leadership team and responding to any queries directly from your employees.

Fully comprehensive and compliant, as a BACS bureau payments are made directly from the schools bank account to your employees, pre-BACS and full costing reports; full pension administration; ePayslips; access to an online DBS service; and more.

Transactional HR

Highly qualified and experienced, our team will support your school with Transactional HR processes. Processing all new starter documents in accordance with the appropriate terms and conditions, issuing new starter contracts prior to the proposed start date. Helping you with day-to-day tasks and administration, releasing your time to focus on other school priorities.

People Manager Portal

The People Manager Portal is an efficient and easy-to-use platform, giving school business managers access to a wide range of staff information. With the ability to download reports from live payroll data.

Pension Services

We offer a full pensions administration service, drawing on our expertise in education to meet the statutory requirements of the Local Government Pension Scheme (LGPS) and Teachers' Pension (TP).

Our service includes timely and accurate monthly member dataset submissions; contributions reconciliation; processing new starters, leavers, retirements and other changes; and pension fund queries. Including declarations to the Pensions Regulator for Auto Enrolment.

DBS Service

We have access to an online DBS service so we can process all your DBS checks.



Service Overview

- Payroll Services
- Transactional HR
- People Manager Portal
- Pension Services
- DBS Service



FOLLOW US

“
A bespoke high quality service which I know I couldn't manage the budget without!”

Barbara Oxten, Headteacher
Cheetwood Community Primary School



OUR EXPERTS

AAT and CIPFA qualified, our team has a wealth of experience supporting schools. With extensive knowledge of FMS6, Access Education and SIMS, we can help you resolve any school finance issue. Blending our expertise with your school vision, we will work together to deliver the best outcomes for students.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

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School Business Management

School Finance

Trusted by hundreds of schools and trusts, our consultants deliver a flexible and affordable service, giving school leaders and business managers the support they need to overcome financial challenges and achieve their school priorities.

Our School Finance specialists will help you navigate the education funding landscape, supporting your school with day to day operations and strategic development. As former business managers and finance officers, we will fit right in with your management team.



Budget Support

Trained in FMS6 and Access Education, our team has extensive knowledge and experience in all aspects of school finance.

Working closely with your leadership team, we will guide you through every step of the budget preparation process, from budgeting, forecasting, and benchmarking, through to school fund audits and strategic advice.

Staff Absence & Transition Support

Resolve temporary resourcing issues and keep things running smoothly at your school with our absence cover and transition assistance.

Providing business manager and financial administration, as well as detailed handovers and bespoke support, we can help your school achieve a seamless transition.

Financial Admin Support

Working exclusively in education, our team has unparalleled expertise in managing school administration, maximising efficiency and transparency for a smoother school experience. Delivering practical and proactive support, our experts will help you with order and invoice processing; payment runs; bank reconciliation; and more.

School Business Manager Support

Highly qualified and experienced, our consultants can provide strategic advice and intelligent solutions to improve operational effectiveness at your school.

We can support you in all aspects of school business management, including staffing issues, asset management, budgeting and financial administration.

Finance Staff Training

Providing a wide range of professional development routes, we can help to boost staff productivity and performance at your school. Training can be delivered bespoke to your setting, with onsite and external options available. Options include budget planning, finance management systems, FMS6 and more.

Financial Healthcheck

Drawing on extensive knowledge and experience, our school finance specialists will assure that your processes and procedures are following best practice.

Benefit from an independent review that identifies strengths and areas for improvement, giving you peace of mind that your systems are both effective and compliant.



Service Overview

- Budget Support
- Staff Absence & Transition Support
- Financial Admin Support
- School Business Manager Support
- Finance Staff Training
- Financial Healthcheck



FOLLOW US

“
Our EYFS provision has greatly improved due to the support and guidance from One Education.”

Eileen Anderson, Headteacher
Saviour CofE Primary School



OUR EXPERTS

Our dedicated team consists of EYFS practitioners, senior leaders, moderators and quality assurers for Local Authorities. Putting children first in everything we do, we will help you to enhance the early years experience, laying the foundations for lifelong learning and future success.

Teaching and Learning

EYFS

At One Education we strongly believe that early years are the foundations for successful learning, nurturing children’s sense of self and belonging as well as their academic attainment.

Sharing your commitment to give children the best possible start in life, our team will work with your school to enrich your provision and embed best practice in EYFS, KS1 and beyond.



Learning Environment

The environment is the third teacher, full of possibilities and potential. Our specialists will review your current learning environment, both indoors and outdoors, to ensure there is high-quality provision and resourcing to support children in all seven areas of learning.

Working together, we will observe children’s play behaviours and use this information to plan next steps, extending learning in all areas to accelerate pupil progress.

Parental Engagement

Sharing expert advice and guidance, we will empower parents to play an active part in their child’s learning journey, continuing all the good work you do in school to support pupils’ wellbeing and academic progress.

Our EYFS specialists will review your current approaches to parental engagement, providing strategies to ensure parents are equipped with the tools they need to support their child’s education beyond the classroom.

EYFS Leadership

Working across a range of settings, we recognise the importance of strong leadership in EYFS, responsible for inspiring teamwork and innovation; setting high expectations; and giving

Curriculum Development

Drawing on a wealth of experience, our early years specialists will work with you to create a curriculum that is purposeful, inclusive, and firmly rooted in play-based approaches to learning.

Responding to the needs of your school, we will share pedagogical strategies to reflect your unique vision and values, whilst also ensuring your curriculum adheres to all statutory requirements.

Assessment Systems

Supporting you with assessment and data analysis, we will ensure you have the information you need to respond to gaps in learning and secure the best possible outcomes for pupils.

Our assessment systems have been expertly designed to support the monitoring of pupil progress. Working closely with your senior leaders and EYFS team, we will deliver observations, identify next steps, and help you to feed assessment outcomes into the whole school’s development plan.



Service Overview

- Learning Environment
- Parental Engagement
- EYFS Leadership
- Curriculum Development
- Assessment Systems



FOLLOW US

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children the best possible start in life. From policy development through to curriculum design, our experts will help you to lead EYFS with confidence and create better outcomes for pupils.

“
All the staff from reception to Year 6 now feel confident in delivering high-quality reading lessons with children.”

Kate Putt, Assistant Head Teacher
Brooklands Primary School

OUR EXPERTS
As qualified and experienced teachers, STA-approved moderators and DfE curriculum advisors, our Literacy consultants hold a wealth of knowledge across the whole literacy curriculum. We can share best practice, ideas and resources, tailoring support to meet the needs of your school.

SCAN ME



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Teaching and Learning

Literacy

As the cornerstone of all learning, Literacy is vital to children's development. Reading, writing, and spoken language skills are essential for success both inside the classroom and beyond.

Our consultants will help you cultivate a culture of literacy at your school, raising standards and improving the life chances of your pupils.



Literacy Leader Development

With expertise in curriculum design and delivery, our consultants will work with you to enhance your Literacy provision, meeting the needs of all your learners and reflecting your unique school vision.

We can deliver support bespoke to your school, giving you all the tools you need to lead your subject with confidence, including reviews and action plans; high quality assessment systems; and targeted interventions. We also offer termly networking events for Literacy leads to support your continued development.

School & Academy Literacy Support

With years of experience in education, our consultants can support you with every aspect of the Literacy curriculum, from Early Years through to Primary, and Secondary.

Providing lesson plans, resources and ideas for the classroom, we can bring Literacy to life at your school, empowering staff and raising aspirations for pupils.

Accurate Assessment

With a team of qualified moderators, including a Reading curriculum expert for the DfE, our professional Literacy service can develop bespoke assessment systems for your school, giving you a clear view of pupil progress and attainment.

We can support staff with moderation and data analysis, identifying learning gaps and planning next steps. We also hold moderation training meetings, where your staff can work alongside other schools to moderate assessment judgements.

Training & Development

Raise the standards of teaching across your school with our affordable and flexible training options.

Meeting the "Standards for teachers' professional development," our CPD is underpinned by robust evidence and expertise, in line with DfE recommendations. Training can be delivered bespoke to your school and the needs of your staff.



Service Overview

- Literacy Leader Development
- School & Academy Literacy Support
- Accurate Assessment
- Training and Development



FOLLOW US

“
The professional, yet friendly way they provide the support means that ALL staff are willing to change and improve their practice.”

Teri Hulme, English Leader
Greenside Primary School



OUR EXPERTS

Our team benefit from the expertise of leading specialists in Reading, including curriculum experts for the DfE. With creative solutions and strategies, our consultants will help you to embed a strong reading culture at your school, raising standards and pupil attainment.

SCAN ME



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Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

Teaching and Learning

Reading Award

Reading for pleasure is the single biggest indicator of a child’s future success. Demonstrate your commitment to reading and elevate your pupils’ life chances with the One Education Reading Award.

Our Literacy team will support you on your reading journey, providing advice, guidance and high quality resources. On completion, schools will receive a logo and plaque to mark their achievements.



One Education Reading Award

The One Education Reading Award is the only reading quality mark that supports schools with the development of their entire reading curriculum.

We will support your school as you work towards the bronze, silver or gold award, promoting literacy and the pleasure of reading. With over 100 schools involved across the country, you will also have the chance to join our network of Reading Award partner schools, learning and growing in practice together.

Reading Award for Secondary Schools

A strong reading curriculum is crucial to a successful secondary-level education. By developing students’ reading, both for purpose and for pleasure, you can give them the very best chance to succeed at school and beyond.

With a wealth of knowledge and resources, our team will help to promote literacy at your school, supporting reading for fluency, meaning and enjoyment.

Reading Award for Special Schools & Alternative Provision

Working with hundreds of schools and settings, our consultants understand how to create meaningful reading environments to meet a diverse set of needs. We will work closely with your staff to engage all children in reading, inspiring a love for books and storytelling and improving pupil outcomes.

Reading Award Sponsors

By becoming one of our valued partners, businesses can support us to develop reading in the schools where it is needed most and help us to make a huge difference to a school’s reading provision

We offer a variety of sponsorship opportunities or can work together with businesses to develop a bespoke CSR project that suits their particular needs.

A big thank you to all our Business Reading Champions!



Service Overview

- One Education Reading Award
- Reading Award for Secondary Schools
- Reading Award for Special Schools & Alternative Provision
- Reading Award Sponsors



“
**An excellent experience
and opportunity for
children.**”

Jenny Wright, Music Coordinator
St Andrew's CE Primary School

➤ **OUR EXPERTS**

Our Music service consists of professional musicians and teachers, with experience working across hundreds of schools and trusts. Eager to share their passion and expertise, our team will work with your school to enrich the learning experience and accelerate pupil progress.

SCAN ME



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Teaching and Learning

Music

Music is an essential part of every young person's education, building children's confidence, creativity, cultural capital, and other transferable skills which underpin success across the curriculum.

Providing access to exciting performance opportunities and diverse progression routes, One Education will ensure every child is able to achieve their full potential in music and beyond.



Early Years Music

Music ignites all areas of child development including social-emotional, motor skills, language, and literacy. Through songs, movement, games, and playing as a group we can help develop these skills in young children. We offer music sessions for nursery, reception, and pre-school aged children as well as CPD for teachers and teaching assistants.

Primary Music Curriculum Teaching

Ofsted requires the teaching of music to be incremental and progressive through well planned, well sequenced lessons. Our experienced music specialists are able to lead engaging music curriculum lessons in line with the National Curriculum and Ofsted requirements. They will

- deliver the primary curriculum with a focus on singing; playing classroom percussion; listening and appraising; improvising and composing
- work alongside teachers in the classroom and liaise with music coordinators in long and medium term planning
- offer a variety of opportunities for children to take part in music projects and large scale events across the city

Whole Class Ensemble Teaching

The National Plan for Music Education states that all pupils must have the opportunity to regularly learn a musical instrument. Our Whole Class Ensemble Teaching offer can be tailored to support the wider Music curriculum at your school, with pathways that allow children to continue progressing as confident and experienced musicians.

Our Music specialists can deliver lessons for a variety of instruments, including strings, brass, woodwind, percussion, guitar and ukulele.

In School Primary Music Consultancy

We can offer a range of consultancy and support to primary schools, including developing schemes of work, leadership training for music, and advice on appropriate resources.

We can also offer support and advice in preparation for inspection visits and Deep Dives, and support your school's implementation of a School Music Development Plan. Take part in a supportive conversation between an experienced music consultant alongside school leaders to identify strengths and areas for development



Service Overview

- Early Years Music
- Primary Music Curriculum Teaching
- Whole Class Ensemble Teaching
- In School Primary Music Consultancy
- Singing
- Courses and CPD
- Events
- Music Technology
- Music Centres

Singing

Singing increases pupil confidence and self-esteem whilst building a sense of community and belonging in your school.

We can provide vocal specialists to deliver singing lessons, singing assemblies, extra-curricular choirs/vocal groups, and we offer access to large scale singing events for EYFS, KS1, 2 and 3. We can also offer vocal training to help support teachers with singing in schools.

Courses and CPD

All elements of teaching music in the primary school (singing, playing, listening, composing, music tech) can be delivered as CPD, including half day courses/twilight around primary music curriculum, whole/half-day INSETs, and bespoke training and support packages in areas including music technology.

We also provide opportunities for colleagues to engage and collaborate through termly Primary and Secondary Network meetings

Events

As the lead delivery partner for MyHub (Manchester Music), One Education is proud to work with partners to deliver large scale events for our children and young people to take part in, including 'The Big Sing' at the Bridgewater Hall, 'Singarounds' at the Royal Exchange Theatre, EYFS Musical Celebration at the Royal Northern College of Music, our annual Irish Festival, and a full programme of regular concerts showcasing ensembles.

Music Technology

Our Music Technology workshops will open up new routes into the arts and creative industries for your pupils. Gaining practical experience, all pupils can learn how to arrange, compose, produce and record music.

Offering bespoke training for staff, we can also help you thread music throughout the whole curriculum, using Music Technology to generate opportunities for cross-curricular learning.

Music Centres

Located across Manchester, One Education Music Centres give children the chance to meet new friends and share the joys of music together, whilst developing their musical skills. Children and young people can access a wide variety of instruments and genres, with the opportunity to join as many ensembles as they like. Visit our website for further details on what's on offer for different instruments and age groups.

North Music Centre
Co-op Academy, M9 0WQ

South Music Centre
Chorlton High School, M21 7SL

East Music Centre
East Manchester Academy, M11 3DS

Irish Music Centre
St. Mary's RC Primary School,
M19 2Q

Balalaika Music Centre
Chorlton Central Church, M21 8BF

Steelpan Music Centre
St. Margaret's CE Primary School,
M16 8FQ

North Steelpan Music Centre
Co-op Academy North, M9 7SS



73%
of schools
purchase multiple services

“
Our consultant's support this year has been invaluable. They always have the most up to date advice, information and resources.”

Emma Westerman, Vice Principal
Abbey Hey Primary Academy, Manchester

➤ **OUR EXPERTS**

We share your passion for putting children first and delivering the best possible outcomes. With a team that consists of former school leaders, Ofsted inspectors and curriculum specialists, our consultants have a proven track record of supporting school leadership and raising standards.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

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Teaching and Learning

School Development

Outstanding schools are engaged in a continuous process of self-improvement, challenging leaders and teachers to achieve the best possible outcomes for pupils and sustain their progress over time.

With rigorous evaluation and strategic planning, our School Development service will assess your school's current position and support you on your journey towards excellence.



School Development Support

With experience at every level of education, our consultants can deliver support across the whole school, supporting and challenging staff to raise standards and pupil attainment.

We will support you at every step of your school improvement journey, including policy development, pupil premium review, pre and post-inspection report, HTPM and more.

School-to-school Support

Collaboration is key to success in education. For over a decade, we have supported locally-formed cluster groups, large multi-academy trusts, Catholic school partnerships and Teaching School Alliances. Join one of our communities to benefit from shared practice and mutual support.

Curriculum Development

As highly experienced teachers and DfE advisors, our specialists have unparalleled expertise in curriculum design and development.

We will work closely with your staff to create a curriculum that supports both academic and personal development, reflecting the unique principles, ethos, and vision of your school.

Teaching & Learning Support

With experience working in hundreds of schools, our professionals can help your staff keep up-to-date with the latest research and embed best practice in the classroom.

Delivering a wide range of support, from progress reports for leadership teams to teacher assistant training, we will help you bring out the very best in your staff.

A Coaching Culture

In the ever evolving world of education, schools thrive by constantly moving forward. We can support you to thrive by providing flexible coaching sessions on a 1-2-1 basis to help you develop new goals and strategies, refresh your relationships and strengthen your team. We can also provide training on developing a coaching culture within your school to support whole school priorities and individual goals.



Service Overview

- School Development Support
- School-to-school Support
- Curriculum Development
- Teaching & Learning Support
- A Coaching Culture



FOLLOW US

“
Attendance Advisors from One Education have worked closely with our team and we found their support invaluable.”

The East Manchester Academy

OUR EXPERTS

Our friendly and professional team has a proven track record of supporting schools and improving attendance outcomes.

Working within a network of services dedicated to putting children first, including Early Help, Children’s Services, Youth Offending Teams and other multi-agency partners, we draw on a wide range of expertise to coordinate holistic and effective support.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

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Welfare Services

Education Welfare

Good attendance and punctuality are key to a child’s success, creating better outcomes and preparing them for life beyond school.

Working collaboratively with staff, pupils and families, our Education Welfare specialists will find positive solutions to tackle persistent absence, putting the right support in place to promote the welfare of all children.



Education Welfare Support

With our child-centred approach, we will help you meet the needs of all your pupils. Our team can provide first-class casework support, review your attendance policies and procedures, and work with families to remove barriers to school attendance. Our educational welfare support package also includes the helpline service, ensuring you have access to timely solutions and expertise.

Casework with Children and Families

Supporting you with early help assessments, casework, and parental engagement, our advisors will identify barriers to school attendance and punctuality. We will facilitate high-quality interventions and solutions, ensuring pupils get the support they need to improve their attendance outcomes.

Safe and Well Visits

Our team can carry out Safe and Well visits throughout the year, working directly with pupils and families to overcome barriers to attendance. We will ensure that families continue to receive support during periods away from school, preparing pupils for their safe return.

Casework Supervision

Our consultants will work alongside your in-house attendance team, prioritising and resolving dilemmas within a safe, constructive environment. Our service includes reviewing and progressing caseload; reflecting on your current practice; and building networks of support to promote best practice and broaden your expertise.

Attendance Assessment

Our consultants will conduct a thorough and detailed assessment of your school’s current attendance policies, practices and procedures, identifying areas of strength and potential development. With expert advice and recommendations, we can help you improve punctuality and attendance at your school, a crucial step in achieving better outcomes for pupils.

Support for Legal Proceedings

In cases of persistent absence, legal intervention may become the appropriate course of action to take. Our experts will guide you through the process, preparing all necessary documentation to a high professional standard as we work within your Local Authority procedures towards a productive outcome.



Service Overview

- Education Welfare Support
- Casework with Children and Families
- Safe and Well Visits
- Casework Supervision
- Attendance Assessment
- Support for Legal Proceedings



FOLLOW US

“
Working with One Education allowed us to review our work, strengthening our understanding and deepening our safeguarding culture.”

Julie Miles, Headteacher
St Brigid's Primary School

OUR EXPERTS

We have a large team of accredited and experienced professionals, including education practitioners, qualified counsellors, and supervisors trained by the NSPCC.

With a deep understanding of safeguarding, we can support all members of your school, giving them the confidence to identify risks, raise concerns and effectively respond to challenges.

SCAN ME



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Welfare Services

Safeguarding

We all share a responsibility to safeguard and promote the welfare of children.

Supporting you on the frontlines, our specialists will ensure your safeguarding and child protection arrangements are nothing less than outstanding, helping you to keep children safe from harm and promote their overall wellbeing.



Safeguarding Support Package

Our team can tailor each support package to reflect the needs of your school, helping you to put effective safeguarding systems and procedures in place. From in-house support and assessment, through to our annual Safeguarding Conference, we will ensure you have the tools to create a safe and supportive learning environment.

Safeguarding Self-Assessment

Our specialists will help you to evaluate your safeguarding and child protection arrangements, identifying areas of strength and potential development. We will assess your school alongside statutory guidance and Ofsted standards, providing a thorough report and action plan with recommendations for future practice.

Professional Casework Supervision

Experienced and NSPCC qualified, our specialists will provide your DSL and front-line practitioners with high quality supervision. We will quality assure casework, reinforcing good practice with the latest research and critical reflection.

Policy and Practice Development

Highly qualified and experienced, our consultants can support you with policy and practice development, ensuring your school is compliant with the latest safeguarding legislation.

We will review your current procedures and make any necessary updates, always in line with your school community and vision.

Safeguarding Training

With a variety of safeguarding training options available, our specialists will help to embed effective safeguarding practice within your school. Our training covers Online Safety, Safer Recruitment in Education, Whole School Safeguarding and DSL training for those new to the role as well as advanced practitioners. We also offer training packages on specific or contextual safeguarding issues.

Safeguarding Conference

Our annual Safeguarding Conference explores key safeguarding issues for schools, building on existing practice and inspiring new ways of thinking. Packed full with empowering keynotes and practical workshops, we ensure that delegates leave the conference fully-equipped with fresh insights and applicable tools.



Service Overview

- Safeguarding Support Package
- Safeguarding Self-Assessment
- Professional Casework Supervision
- Policy and Practice Development
- Safeguarding Training
- Safeguarding Conference



FOLLOW US

“
Our dedicated EP has been so valuable, guiding us through the whole assess-plan-do review process, sharing recommendations and insightful guidance.”

Caroline Ross, Trust Inclusion Lead
Wise Owl Trust

➤ **OUR EXPERTS**

All our Educational Psychologists are registered with the Health and Care Professions Council (HCPC) with additional interests and advanced skills and qualifications in a range of areas of psychology.

Our team draws from a wealth of knowledge and expertise, with members experienced in working with children and young people 0-25 years in a range of education and community settings.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

SEND Services

Educational Psychology

As one of the largest teams of Educational Psychologists in England, we benefit from in-depth understanding of child development, psychological theory and evidence-based research.

Working alongside schools, families, and a range of professionals, we can deliver tailor-made assessments and interventions to support the needs of pupils and promote wellbeing across the whole school.



Consultation

Following the Assess Plan Do Review process, our psychologist will work with teachers and parents to reach solutions, drawing on our collective knowledge and expertise.

We offer evidence-based solutions, share problem-solving frameworks and theoretical approaches, whilst also working directly with the child when appropriate.

Psychology Assessment

Building on the knowledge gained through consultation, the psychology assessment is used to inform decisions and next steps. Using a range of assessment tools, our EP's will support children in four areas of need, including social, emotional and mental health; communication and interaction; cognitive and learning; and sensory and physical. Assessments often inform multi-agency decisions regarding children and young people. We can provide bespoke assessments.

CPD Training

Sharing professional expertise and best practice, our team can give your staff the confidence to support pupils with the most significant and complex needs. With a wide range of training options, we can cover all aspects of mental

Assistant EP

Our assistant programme creates greater capacity for more pupils to receive educational psychology involvement. It offers the opportunity to supplement the EP assessments and supports the 'Assess Plan Do Review' process of meeting your pupils' needs. Using an assistant EP enables the prioritising of individuals for further assessment and/or intervention and can extend the breadth of EP informed work within school.

Critical Incident Response

Working on behalf of local authority commissioners our consultants will share expert knowledge and best practice to help you respond effectively to a critical incident. We also offer training and advice to ensure your school/college is prepared for future critical incidents.

We provide psychological first aid whilst also supporting organisational reflection and planning, helping your school to achieve and sustain a sense of control, continuity and resilience.



Service Overview

- Consultation
- Psychology Assessment
- Assistant EP
- Critical Incident Response
- CPD Training



FOLLOW US

“
Therapy sessions are highly valued by children and teachers. The impact on children’s wellbeing and learning is wonderful to see.”

Sarah Starkey, Headteacher
Charlestown Community Primary School

➤ **OUR EXPERTS**

Our dedicated team consists of HCPC registered psychotherapists, qualified counsellors, teachers and trainers, with vast experience working in early intervention and complex casework.

Liaising with professionals in CAMHS, social care and other agencies, we can deliver bespoke support in school and home environments, using proven strategies and approaches to meet the social, emotional and mental health needs of young people.

SCAN ME



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Welfare Services

Emotional Trauma Support

Working with hundreds of schools and trusts, our Emotional & Trauma Support team delivers bespoke therapeutic interventions, supporting pupils on their journey to positive mental health.

With our holistic and evidence-based approach, our team supports the complex needs of the child whilst sharing emotional literacy strategies with staff, securing positive outcomes for the pupil, the class, and the whole school.



Mental Health Needs

Our psychotherapists can support staff across the entire continuum of mental health, from lower-level needs to highly complex cases involving emotional trauma.

With wide-ranging expertise, we can support children who are struggling with mental health disorders, including anxiety, depression, conduct disorder, attachment disorders, and ADHD.

Behaviour Needs

Challenging behaviours often arise from a pupil’s difficulty to understand and manage their feelings. Delivering one-to-one or group interventions, we can support children with challenging emotional needs, sharing strategies to raise self-esteem, build resilience, and promote positive behaviour.

Family Work

Delivering psychotherapy interventions to child and caregiver, our experts provide unique and holistic support, addressing individual, familial and systemic issues.

Family work is most effective for pupils who struggle to engage with services, using a combination of counselling and creative therapies to help students engage with learning and achieve their full potential.

Therapeutic Interventions

From drama and dance movement psychotherapy, through to art, music and horticultural therapy, we provide a wide range of therapeutic interventions, ensuring pupils get the support they need to thrive in the classroom and beyond.

All interventions can be purchased as sessions, or you can purchase a whole school approach to wellbeing support as an annual agreement.

Counselling as a Therapeutic Medium

Our counselling service provides a safe space within school where pupils can go to explore their feelings and address any concerns they may have. Our experienced counsellor will listen without judgement, meeting pupils with trust and empathy, whilst sharing strategies to help children resolve their emotional difficulties.



Service Overview

- Mental Health Needs
- Behaviour Needs
- Family Work
- Therapeutic Interventions
- Counselling as a Therapeutic Medium



FOLLOW US

“
The support we have received has been invaluable, making a real difference to our children's progress and love of learning.
”

Alison White, Headteacher
St Margaret's C of E Primary School

➤ **OUR EXPERTS**

With extensive experience working in SEND, our specialist inclusion teachers are highly regarded. Liaising with colleagues in Education Psychology and ETS, we can coordinate integrated networks of support, meeting a diverse set of needs and diminishing barriers to learning.

SCAN ME



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk or call us at 0161 276 0160

SEND Services

SEND

As a whole school responsibility, supporting pupils with SEND requires a whole school response.

Working in partnership with leaders, teachers, support staff and SENDCo's, One Education's SEND Team will help you build a strong culture of inclusion at your school, strengthening pathways for pupils and improving their life chances.



SENDCo Support

Delivering expert advice and guidance, our consultants will help you make the most of your role as SENDCo, developing your knowledge and leadership skills so you can bring about effective change for the benefit of your pupils.

From identification of need to provision mapping and management, we can equip you with all the tools you need to lead a whole school approach to inclusion.

SEND Review

Our specialists will complete a full review of your current SEND provision to produce high quality action plans and practical recommendations.

With our holistic approach, we can support you in every aspect of your SEND provision, embedding the principles of inclusion at the heart of your school.

SEND Training

Meeting the needs of children with SEND is the responsibility of everyone within your school. Our team will ensure all staff are equipped with the skills and resources to support the needs of your learners, both in the classroom and beyond.

Our training options include SEND in the classroom, the Equality Act and Equality Duty, the SEND Code of Practice, and more.

SEND Intervention Training

As experienced teachers and leaders in SEND, our team can share a range of intervention strategies with your staff, alongside the skills to successfully adapt them, ensuring learning is personalised and purposeful for each individual child.

Our experts can deliver training in a variety of interventions, including Inference, Talking Maths, and Five Minute Box.



Service Overview

- SENDCo Support
- SEND Review
- SEND Training
- SEND Intervention Training



FOLLOW US

“
One Education plays a crucial role in giving our students the speech and language skills to achieve their full potential.”

Mr D West, Director of SEND
Abraham Moss Community School

➔ **OUR EXPERTS**

All our therapists are registered with the Royal College of Speech & Language Therapists and the Health and Care Professions Council.

With years of experience supporting children with speech, language and communication needs, we can help you deliver the best outcomes for pupils.

SEND Services

Speech and Language Therapy

Effective language skills are essential for children to access the curriculum, share ideas, make friends, and develop a love for learning.

With high aspirations for all children, our team will help you support the speech, language and communication needs of your pupils. Providing evidence-based interventions and whole class strategies, we will ensure children engage with learning and make the most of the school experience.



Speech & Language Therapy Support

Our therapists will meet with SENDCo to develop an action plan which will identify the support needed at the universal, targeted and specific level.

Universal support – deliver training to staff to support quality first teaching. Help schools to develop Communication friendly classrooms and settings (working towards Elklan Communication Friendly settings award if desired). We can carry out language screening to identify children who would benefit from further support – targeted or specific. If schools prefer we can train school staff to carry out the screening.

Targeted support – targeted support may be interventions led by the Speech and Language Therapist or a trained member of staff. The therapist will set the aims, provide the resources for the member of staff to deliver, co-delivering where appropriate and reviewing progress and adapting where necessary.

Specific support – for those pupils who need specific support, the therapists will carry out assessments and develop an appropriate treatment programme. This may include direct therapy, indirect therapy, in class strategies, a programme to be carried out by an appropriately supported member of staff or support for home.

Therapists can provide reports for statutory assessment (to support an application for an EHCP), annual reviews and TAC meetings and can attend where appropriate.

Speech & Language Training

One Education will also support your professional development, providing bespoke training, support or guidance for teachers, support staff and parents. We can offer training in all aspects of SLCN including all ELKLAN courses.



Service Overview

- ➔ Speech & Language Therapy Support
- ➔ Speech & Language Training



FOLLOW US

Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

“
We can ask whatever question we want and always feel supported. Nothing is too much fuss or trouble.”

Dianne Harris, School Business Manager
Newall Green Primary School

➤ **OUR EXPERTS**

Our team of specialists is made up of former school leaders, business managers, and teachers, together with highly qualified and practised professionals. Passionate about putting children first, we will help you raise standards and deliver the best possible outcomes.

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Management Services

Virtual Services

One Education is always growing as an organisation, evolving to meet the changing needs of our schools, academies and trusts. With an expanding portfolio of virtual services, we can ensure that you have access to the support you need at a time and place that suits you.

We provide high quality training and trusted solutions, with the opportunity to engage with industry leaders and learn from their expertise.



Get in touch to receive first-class and friendly advice, and find out more about our services.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

Governor Training

Our Governor Services deliver an annual programme of training, networks and CPD to meet the growing expectations for governors and trustees to effectively fulfil their role.

Learn more about the key functions of governing boards, explore topical issues, and gain a broader insight into roles and responsibilities. On completion, you will receive training certificates that can be used to evidence governor self-development.

HR Advice Line

Our HR professionals can help you with any question or concern, resolving 80% of all queries during initial contact. We can be reached by phone or email, available all year round. The helpline can be purchased, if you do not have a SLA with us, to support your current HR provision and can be started at any time of year.

People Manager Portal

We can also offer support and advice in preparation for inspection visits and Deep Dives, and support your school's implementation of a School Music Development Plan. Take part in a supportive conversation between an experienced music consultant, alongside school leaders to identify strengths and areas for development.

Remote IT Support

Providing remote monitoring and management support, our IT team will keep your school systems running smoothly, boosting productivity and minimising security risks.

Our proactive approach means that we can prevent issues as and before they occur, and if all goes well you might never have to call us. However, we also offer telephone support for extra peace of mind.

Reading Award

The One Education Reading Award is the only Reading Quality Mark that supports schools with the development of their entire Reading curriculum. Our online package includes access to criteria, resources, CPD webinars, email support and more. On completion, you will receive an official logo and plaque to celebrate your achievements.

National Education Welfare Helpline

Managing welfare concerns on a daily basis, staff are likely to confront a diverse set of challenges. Our helpline connects you straight through to welfare advisers, supporting your school with best practice and proven solutions. Available through term-term, you can reach us by phone or email.



Service Overview

- Governor Training
- HR Advice Line
- People Manager Portal
- Remote IT Support
- Reading Award
- National Education Welfare Helpline



FOLLOW US

“
The keynotes speakers
have been wonderful,
truly inspirational
and I'm going back
to school with tons
of ideas.”

Amanda Levy, Delegate
Mottram CofE Primary School

➤ **OUR EXPERTS**

Each one of our conferences brings together leading experts and practitioners, sharing the latest cutting-edge research and examples of best practice.

Featuring a range of keynotes, presentations and workshops, our conferences will equip delegates with new insights and ideas to take back to school and enhance the learning experience for pupils.

SCAN ME



To book onto any of our training and conference events, please visit www.oneeducation.co.uk/training-courses-and-conferences.

Reach us at info@oneeducation.co.uk Or call us at 0161 276 0160

Conferences and Events

Training and Conferences

Providing a wide range of training and continued professional development routes, we ensure that practitioners can keep pace with current standards, best practice and industry developments.

Prioritising the needs of your setting, we can deliver bespoke training and INSET days, aimed at whole staff, groups or individuals. Training can be offered as full-day, half-day, or twilight sessions, with on-site and off-site options available.

We also hold a range of termly briefings across our service areas, ensuring you are always prepared to embrace any changes within the education sector.

Our experts will ensure sessions are relevant and engaging, with opportunities to take part in interactive learning experiences and share ideas with other practitioners. With flexible and affordable options, we can support your staff with mandatory training and more niche areas of expertise.

Safeguarding Conference

Exploring the key safeguarding issues for schools and academies, our Safeguarding Conference will discuss new strategies for promoting the welfare of pupils, whilst connecting you with experts in the field.

School Business Manager Conference

Experts at our School Business Manager Conference will reflect on the changing landscape of school business management, promoting effective strategies and creative solutions so that delegates can meet challenges with confidence.

SIMS Conference

Sharing practical ideas and solutions, our SIMS conference will teach you how to make the most of your student data whilst showcasing a range of innovative ICT products for schools.

Literacy Conference

With an abundance of resources and exciting new research, our Literacy Conference is certain to leave delegates feeling inspired, motivated and excited to implement new ideas at their school.

Leadership in Education Conference

Designed especially for school leadership teams, our Leadership in Education Conference invites delegates to take part in empowering masterclasses, where we will explore a wide range of relevant topics and discuss what lies ahead for the future in education.



Service Overview

- Safeguarding Conference
- School Business Manager Conference
- SIMS Conference
- Literacy Conference
- Leadership in Education Conference



FOLLOW US



Growing with you

Working in partnership with other agencies and organisations is key to our mission at One Education, drawing on each other's strengths to enhance the learning experience and improve the life chances of children.

As the challenges facing schools, their pupils and staff grow ever more complex, we actively seek opportunities for collaboration and teamwork, bringing together leading practitioners from education, social care, NHS, mental health, adoption and children's services to deliver the best possible solutions.

It is this unique blend of services, professional insights and expertise that makes One Education stand out as a first-class provider and partner for schools.



Our Partners

Contact details

Our friendly and professional team is based at our Head Office in Manchester. You are very welcome to come and see us, our offices are very accessible and has great transport links.

Our telephone lines are available each day between the hours of 8:30am - 4:30pm should you want to speak to a member of our staff.



Putting children and young people first is our passion. Supporting school colleagues is our privilege.

SCAN ME



Find us:
Universal Square,
Devonshire Street North,
Manchester M12 6JH

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info@oneeducation.co.uk
oneeducation.co.uk

OneEducation
Putting children first

oneeducation.co.uk

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North, Manchester M12 6JH | 0161 276 0160

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**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 8 March 2023

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.

Wards Affected: All

Contact Officer:

Name: Rachel McKeon

Position: Scrutiny Support Officer

Tel: 0161 234 4997

Email: rachel.mckeon@manchester.gov.uk

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 will be incorporated into a future report.	Neil Fairlamb, Strategic Director (Neighbourhoods)
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 has been requested and will be reported back to the Committee via the Overview report.	Neil Fairlamb, Strategic Director (Neighbourhoods)
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 Director (Neighbourhoods)
4 March 2020	CYP/20/16 Improving Children's Outcomes Through Collaboration and	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	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Paul Marshall, Strategic Director of Children and Education Services

Date	Item	Recommendation	Action	Contact Officer
	Working in Partnership in a Locality	Schools will circulate a briefing note on work that is already taking place to address smoking in pregnancy.		
22 July 2020	CYP/20/26 Manchester's Transformation Plan for Children and Young People's Mental Health and Wellbeing	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 briefing.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Amanda Corcoran, Director of Education
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
9 February 2022	CYP/22/11 Annual Virtual School Head's Report	To arrange a visit to Wetherby Young Offender Institution and Barton Moss Secure Children's Home, in conjunction with the Communities and Equalities Scrutiny Committee.	These visits are being arranged, in discussion with the Committee Chairs.	Rachel McKeon, Governance and Scrutiny Support Officer

Date	Item	Recommendation	Action	Contact Officer
20 July 2022	CYP/22/36 The impact of COVID-19 on children and young people's mental health and well-being	To request data on the ethnicity and geographical spread of CAMHS referrals, in order to be able to identify any gaps.	A response to this recommendation has been requested and will be circulated to Members.	Al Ford, Director of CAMHS/Rachel McKeon, Governance and Scrutiny Support Officer
11 January 2023	CYP/23/02 Ofsted Improvement Plan	To recommend that the Committee visit frontline Social Work services.	A visit has been arranged for 22 March 2023.	Rachel McKeon, Governance and Scrutiny Support Officer
11 January 2023	CYP/23/04 School Governance Update	To request that Members be provided with data on governor vacancies by ward.	A response to this recommendation has been requested and will be circulated to Members.	Ruth Bradbury, School Governance Lead

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 **27 February 2023** 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
<p>Contract for the provision of support and interventions for Children and Young People affected by Domestic Violence & Abuse (2022/11/29A)</p> <p>The appointment of Provider(s) for support and interventions for Children and Young People affected by Domestic Violence & Abuse.</p>	Strategic Director (Neighbourhoods)	Not before 29th Dec 2022		Report and Recommendation	
<p>TC988 - The Provision of a NEET Prevention and Reduction Service (2023/01/19A)</p> <p>The appointment of Provider for The Provision of a NEET Prevention and Reduction Service following a competitive tender exercise.</p>	Strategic Director - Children and Education Services	Not before 19th Feb 2023		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk

**Children and Young People Scrutiny Committee
Work Programme – March 2023**

Wednesday 8 March 2023, 2pm (Report deadline Monday 27 February 2023)

Item	Purpose	Lead Executive Member	Strategic Director/ Lead Officer	Comments
Manchester Safeguarding Partnership (MSP)	To include changes in the MSP and the Annual Report.	Councillor Bridges	Paul Marshall	
Social Work Workforce	To receive a report on the Children's Social Work workforce, including vacancy rates, turnover of staff, the use of agency workers and what is being done to improve recruitment and retention.	Councillor Bridges Councillor Akbar	Paul Marshall/ Deb Clarke	Invite the Chair of the Resources and Governance Scrutiny Committee
Sufficiency	To receive a report on sufficiency.	Councillor Bridges	Paul Marshall/ Sarah Austin	
Provision of Services by One Education	To receive a report on the provision of services by One Education.	Councillor Bridges	Amanda Corcoran	
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 24 May 2023, 10 am (Report deadline Friday 12 May 2023) *****Please note change of meeting time*****

Item	Purpose	Lead Executive Member	Strategic Director/ Lead Officer	Comments
Early Years and Health Visiting	To receive a report on Early Years and Health Visiting.	Councillor Bridges	Paul Marshall	
Children's Community Health	To receive a report on children's community health.	Councillor Bridges	Paul Marshall	Invite the Chair of the Health Scrutiny Committee and the Executive Member for Healthy Manchester and Adult Social Care
Re-establishment of the Ofsted Subgroup	The report seeks the Committee's approval to re-establish the Ofsted Subgroup for the 2023/24 municipal year.		Rachel McKeon	
Overview Report		-	Rachel McKeon	
Annual Work Programming Session	The meeting will close for the annual work programming session where members determine the work programme for the forthcoming year. To follow a presentation from the Director/Lead Officers on upcoming issues and challenges within the Committee's remit.		Paul Marshall/ Amanda Corcoran/ Sean McKendrick/ Rachel McKeon	

Items To Be Scheduled

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Youth and Play	To receive a further report on Youth and Play commissioning arrangements at an appropriate time.	Councillor Bridges	Fiona Worrall/Neil Fairlamb	June or July 2023 See October 2021 minutes
Adoption	To receive a report on adoption which includes what difference the move to Adoption Counts has made in providing stable adoption placements for Our Children and what happens when an adoption breaks down.	Councillor Bridges	Paul Marshall	June or July 2023 See November 2021 minutes
Fostering	To receive a report on fostering.	Councillor Bridges	Paul Marshall	June or July 2023
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
Update on wellbeing and mental health and support for schools and settings and education for children unable to attend school due to ill health	To receive a further report on this and to invite a representative from CAMHS to this meeting.	Councillor Bridges Councillor Midgley	Paul Marshall	See September 2021 minutes
Pupil Referral Unit (PRU) and Alternative Provision	To receive an update report in approximately 12 months' time.	Councillor Bridges	Amanda Corcoran	See December 2021 minutes
Elective Home Education (EHE)	To receive a report on EHE. To include up-to-date figures on children	Councillor Bridges	Amanda Corcoran	See January 2022 and October 2022 minutes

	who are not in school, including those whose parents have chosen EHE, with a breakdown by areas of the city.			
School Attendance and Attainment	To receive regular reports regarding attainment and attendance.	Councillor Bridges	Amanda Corcoran	
Manchester Sensory Support Service Commission	To receive an update report at a future meeting.	Councillor Bridges	Amanda Corcoran	See March 2022 minutes.
Personal Social Health and Economic (PSHE) Education	To receive a report on PSHE education in schools.	Councillor Bridges	Amanda Corcoran	
Post-16 EET Strategic Plan 2022-25	To receive a more detailed report, including utilising social value, changes in the number of places available at Manchester College, whether Manchester Adult Education Service (MAES) can be utilised more and information from the sufficiency report looking across the Greater Manchester area.	Councillor Bridges	Amanda Corcoran	See December 2022 minutes
Attainment	To request a more detailed report on how schools are progressing with work to address the impact of the pandemic on children's learning.	Councillor Bridges	Amanda Corcoran	See December 2022 minutes
Road Safety Around Schools	To consider a report on road safety around schools.	Councillor Rawlins Councillor Bridges	Kevin Gillham Amanda Corcoran	To be confirmed See January 2023 minutes
Special Educational Needs and Disability (SEND) Annual Report	To include a breakdown of children with SEND by ethnicity and further information on the Portsmouth model.	Councillor Bridges	Amanda Corcoran	See February 2023 minutes

Foetal Alcohol Syndrome	To receive a report on Foetal Alcohol Syndrome.	Councillor Bridges	Paul Marshall	See February 2023 minutes, including proposal for external guest.
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