



## Overview and Scrutiny Ofsted Subgroup

Date: Tuesday, 2 October 2018

Time: 10.00 am

Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this subgroup meeting.

### **Access to the Council Chamber**

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

## **Membership**

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**Councillors** - Alijah, Collins, Hewitson, T Judge, Lovecy (Chair) and Stone

**Co-opted Members** - Mrs B Kellner and Mr R Lammas

## Agenda

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1. **Minutes** 3 - 6  
To approve as a correct record the minutes of the meeting held on 26 June 2018.
  
2. **Re-inspection of services for children in need of help and protection, children looked after and care leavers - Post Inspection Action Plan** 7 - 18  
Report of the Director and Deputy Director of Children's Services  
  
This report outlines activity undertaken by the service and where relevant its partners to respond to the recommendations from Ofsted following their inspection of Manchester's children services in 2017.
  
3. **Terms of Reference and Work Programme** 19 - 22  
Report of the Governance and Scrutiny Support Unit  
  
To review the Terms of Reference and Work Programme of the Subgroup.
  
4. **Exclusion of the Public**  
The officers consider that the following item contains exempt information as provided for in the Local Government Access to Information Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The Subgroup is recommended to agree the necessary resolutions excluding the public from the meeting during consideration of this item.
  
5. **Newall Green High School - Ofsted Inspection Action Plan - to follow**
  
6. **The Grange School - Ofsted Inspection Action Plan - to follow**

## Further Information

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

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

## **Children and Young People Scrutiny Committee – Ofsted Subgroup**

### **Minutes of the meeting held on 26 June 2018**

#### **Present:**

Councillor Lovecy – in the Chair

Councillors Hewitson, T Judge [CYP/OSG/18/15 - CYP/OSG/18/18] and Stone

Councillor Bridges, Executive Member for Children’s Services

Councillor Rahman, Executive Member for Schools, Culture and Leisure

Councillor Curley, Ward Councillor for Charlestown

Councillor Y Dar, Ward Councillor for Moston

Councillor Karney, Ward Councillor for Harpurhey

#### **Apologies:**

Mr R Lammas, Primary sector teacher representative

Ms M Neall, Parent Governor Representative

#### **CYP/OSG/18/15     Minutes**

##### **Decision**

To approve as a correct record the minutes of the meeting held on 20 March 2018.

#### **CYP/OSG/18/16     Exclusion of the Public**

A recommendation was made that the public be excluded during consideration of the next item of business because it contained exempt information as provided for in the Local Government Access to Information Act and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

##### **Decision**

To exclude the public during consideration of the following item of business.

#### **CYP/OSG/18/17     Action Plan for St Matthew’s High School (Public Excluded)**

The Subgroup considered the Ofsted Improvement Action Plan in relation to St Matthew’s High School which had been judged ‘inadequate’ at its last Ofsted inspection.

Officers referred to the main points and themes within the Action Plan.

Members questioned officers on the steps being taken, both in the short-term to assist pupils who would be taking GCSEs within the next year, and to secure longer-term improvements to the school. Members noted the importance of effective communications with parents during this period and also requested better communications with Ward Councillors.

## Decision

To recommend that education officers meet with Ward Councillors from the wards that the school primarily serves to discuss education issues in this part of the city.

### **CYP/OSG/18/18 Ofsted Inspections of Manchester Schools**

Following the re-admittance of the public to the room, the Senior Schools Quality Assurance Officer provided Members with an overview of the Ofsted inspections of Manchester schools which had taken place during the 2017 – 2018 academic year and offered to circulate a note containing this information to Members.

The Subgroup considered an inspection report for Newall Green High School which had been judged 'inadequate'. The Senior Schools Quality Assurance Officer informed Members that the school had become a sponsored academy and had then become part of a bigger trust, the Prospere Trust. He advised that, as it was an academy, it was within the remit of the Regional Schools Commissioner and he outlined the limitations on the actions that the Council could take due to the school's status.

The Head of School Quality Assurance and Strategic Special Educational Needs and Disability (SEND) informed Members that the Prospere Trust had taken on responsibility for the school in September 2017 and had taken robust action, including replacing the head teacher. She outlined what steps the Council had taken to address the concerns raised by Ofsted but advised that they were working within a tight framework of what they were allowed to do.

The Executive Member for Schools, Culture and Leisure suggested that the Children and Young People Scrutiny Committee invite the Regional Schools Commissioner and Damian Hinds, the Minister for Education, to a future meeting, to which Members agreed.

Members expressed concern at the issues raised within the report, highlighting that school leaders and governors did not appear to have a clear understanding of what was going on. A Member asked whether the Subgroup could look at the school's Action Plan at its next meeting, to which the Head of School Quality Assurance and Strategic SEND responded that she would ask the school.

The Subgroup then considered an inspection report for North Ridge High School which had maintained its judgement of 'outstanding'. The Head of School Quality Assurance and Strategic SEND informed Members how North Ridge was providing support to another local school. A Member reported that the Subgroup had visited North Ridge and had been extremely impressed with the school. He commented that it was one of the best reports he had ever seen and welcomed that they were helping another school. He suggested that the Subgroup write to the school to congratulate them on their Ofsted report, to which the Chair agreed.

The Subgroup considered an inspection report for Armitage C of E Primary School which had maintained its judgement of 'good'. The Senior Schools Quality Assurance Officer informed Members that the Ofsted inspector had considered that

the school could be 'outstanding' so, under the new Ofsted framework, had recommended that the school receive a section 5 inspection to assess whether it met the criteria for 'outstanding'. The Chair commented that it was a positive report and welcomed that the school was working in partnership with other schools. A Member recommended that the Subgroup visit the school in the new academic year, to which the Chair agreed.

The Subgroup considered an inspection report for Dean Trust Ardwick which had been judged as 'good'. A Member reported that he had visited the school and had been impressed; however, he advised, that, as this was a new school which currently only had pupils up to Year 9, there were no GCSE results from the school as yet. A Member, who was also a Ward Councillor for Ardwick, reported concerns about the behaviour of some pupils outside of the school. The Senior Schools Quality Assurance Officer informed Members that he would raise this with the Principal.

### **Decisions**

1. To request that the Regional Schools Commissioner and Damian Hinds, the Minister for Education, be invited to a future meeting of the Children and Young People Scrutiny Committee.
2. To request that, with the school's agreement, the Subgroup consider the Action Plan for Newall Green High School at its next meeting.
3. To write to North Ridge High School to congratulate them on their Ofsted report.
4. To arrange a visit to Armitage C of E Primary School for Members of the Ofsted Subgroup.

### **CYP/OSG/18/19 Daycare Providers**

The Early Years Senior Quality Assurance Officer informed Members that 95% of Early Years settings in Manchester were judged as 'good' or 'outstanding'.

The Subgroup considered inspection reports for Lightbowne Neighbourhood Nursery and Rainbows Day Nursery, which had both improved from 'requires improvement' to 'good' and Superkids Levenshulme, which had improved from 'good' to 'outstanding'. The Early Years Senior Quality Assurance Officer outlined how the Council had worked with the settings to improve their provision.

The Chair welcomed the improvements within the Early Years sector, the positive reports for these three settings and that good practice was being shared across settings. The Executive Member for Children's Services commented that these were excellent reports which reflected the standard of the majority of Early Years settings in Manchester. A Member requested that the Subgroup write to all three settings to congratulate them and that a visit be arranged to one of the settings.

The Subgroup discussed actions being taken to improve school readiness and noted that a report on this would be considered by the Children and Young People Scrutiny Committee at its meeting on 17 July 2018.

**Decisions**

1. To write to Lightbowne Neighbourhood Nursery, Rainbows Day Nursery and Superkids Levenshulme to congratulate them on their Ofsted reports.
2. To arrange a visit to one of these settings for Members of the Ofsted Subgroup.

**CYP/OSG/18/20 Terms of Reference and Work Programme**

The Subgroup reviewed the terms of reference for the Subgroup and the work programme.

In response to a question from the Chair, the Head of School Quality Assurance and Strategic SEND informed Members that supplementary schools were not inspected by Ofsted. The Chair requested that the Children and Young People Scrutiny Committee receive information on supplementary schools in a future report.

**Decisions**

1. To agree the terms of reference and work programme.
2. To request that the Children and Young People Scrutiny Committee receive information on supplementary schools in a future report.

**Manchester City Council  
Report for Information**

**Report to:** Ofsted Subgroup – 2 October 2018

**Subject:** Post Ofsted Inspection Action Plan - Progress Report

**Report of:** Deputy Director of Children’s Services

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**Summary**

This report outlines activity undertaken by the service and where relevant its partners to respond to the recommendations from Ofsted following their inspection of Manchester’s children services in 2017.

**Recommendations**

The Subgroup is asked to note and comment on the improvement work that has been undertaken in response to the Ofsted inspection of Manchester’s children services in November 2017.

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**Wards Affected:**

All

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

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Effective Children’s Social Care Services are critical to ensuring the most vulnerable citizens are able to connect and support the drive towards a thriving and sustainable City.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	Ensuring the most vulnerable in our society are given the opportunity to access and achieve in the City is supported by the delivery of a strong and cohesive social care system.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Improving social care services helps build the resilience children and families need to achieve their potential and be integrated into their communities.

A liveable and low carbon city: a destination of choice to live, visit, work	Improving outcomes for the children's and families across the City, helps build and develop whole communities and increases the livability of the City.
A connected city: world class infrastructure and connectivity to drive growth	Successful services support successful families who are able to deliver continuing growth in the City.

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**Contact Officers:**

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Ofsted Inspection report into Manchester Children's Services 2017



## 1.0 Introduction

- 1.1 Following the re-inspection of Children's Services by Ofsted in 2017 the City Council was required to submit a post inspection action plan to the inspectorate responding to the 12 recommendations outlined therein. The Council met the prerequisite deadline and has been working to deliver the plan along with partners since January of this year.
- 1.2 As part of the new Ofsted ILACS Framework (Inspection of Local Authority Children's Services) progress against the post inspection action plan, an annual 'conversation' between the local authority and Ofsted, our self-assessment and an analysis of our data will inform the timing and focussed areas during a 'focussed visit' and the next full inspection of Manchester's Children's Services.
- 1.3 It is worth noting the post inspection action plan is not solely designed to fulfil a required response to the inspection but is an articulation of key activity mostly identified by the service to ensure continual improvement and development, through the self-assessment; which was noted in the inspection as precise and robust. Therefore a number of areas and actions iterated in the plan are improvements which were already in train or planned by the service prior to inspection. The plan is therefore flexible and dynamic; responding to changing circumstance and developments across the council, service and partnership.

## 2.0 Action Plan Structure

- 2.1 The action plan is divided according to the individual recommendations from the inspection and includes;
- *The Recommendation* - as specified in the Inspection Report, these are the high level requirements to be achieved
  - *The Strategic Lead with responsibility for delivery against the Recommendation* - where relevant this is on a partnership basis
  - *Performance Management Framework* - which describes the internal reporting placement for monitoring the associated outcomes and metrics aligned to the delivery of the recommendation
  - *Measure* - the specific metrics and data which will be monitored as an indicator of performance against the recommendation, including targets where relevant
  - *Action(s)* - which details the lower level individual pieces of activity defined by the service as necessary to take place to achieve the requirements of the recommendation
  - *Timescale* - being the individual timescales for each of the individual actions to be delivered
  - *Progress Note* - to be updated as necessary by the relevant Lead Officers which allows for effective tracking and monitoring of delivery and scrutiny and challenge of performance against the plan
  - *Partnership Focus* - critical to the delivery of much of the plan and of the wider essential improvements in the service and child protection system,

this field describes any necessary improvement or engagement between the Local Authority Children's Services and partners in order to achieve the required outcome

- *Link Plans* - confirms the associated service Strategy or Policy under which the recommendation is linked to ensure improvements continue
- *Governance* - the responsible body for providing governance and assurance under the existing structures
- *Impact* - critically each of the recommendations includes a clear and direct statement of impact which describes what success would look like in terms of impact on outcomes, workforce and service users overall

### 3.0 Delivery

3.1 The action plan is underpinned by a principled approach to implementation, monitoring and performance assurance that reflects the following SMART structure:

- Specific
- Measurable
- Achievable
- Relevant
- Timed

3.2 Whilst the ownership of the plan will be held by Children's Services it will be delivered via distributed leadership with specific tasks defined and owned by individuals and organisations which are assigned across the service and partnership.

### 4.0 Recommendations - Progress, Risk and Next Steps

4.1 ***Recommendation 1 - Monitor and improve the frequency and quality of management oversight and supervision in all teams. Ensure that supervision is regular, reflective and challenging, and that managers record the rationale for their decisions.***

4.1.1 Systems and processes for supervision recording and monitoring were reviewed. The service has recently commenced a new ICT based tool to support managers to more promptly and accurately record supervision activity whilst allowing middle and senior managers to have better more timely oversight of compliance and performance.

4.1.2 The Service Lead for Safeguarding, through the Quality and Practice Improvement Group and Workforce Strategy Group is refreshing the supervision model and guidance to support more effective scrutiny of quality across children's services. A focussed audit of management and supervision has recently been completed a report and subsequent action plan is yet to be collated. The timescale for the report and action plan to be published is September.

- 4.1.3 In response to supporting our first line managers, a quarter of whom have less than one years' experience in this role the service has commissioned a bespoke Institute of Learning and Management 5 day course. Since the start of the year one sixteen week course has completed with 14 managers successfully completing the course. The course is one which is evaluated well and highly valued by staff. The course will be re -run in due course. The implementation of "About You" has provided further focus on individual aspiration aimed at ensuring the correct learning and development opportunities are delivered to enhance all staff including our first line management staff group. The service is in the process of designing an aspiring management course that will be delivered in the autumn; this course is designed to develop and nurture managers and leaders of the future and is designed to complement both Raising the Bar - a Council wide developmental course and provide further support to staff who are preparing to undertake the National Assessment and Accreditation System.
- 4.1.4 The service has recently completed a recruitment campaign to bring more experienced high quality social work staff into the service. The recruitment campaign aimed at attracting those returning to work, work part time or wished to return to work for time limited periods. We have had some successes in this recruitment campaign despite the challenging recruitment environment.
- 4.1.5 The Department for Education (DFE) has contracted the development of a national Practice Supervisor Development Programme for colleagues newly promoted to a Practice Supervisor role. Manchester are a Local Delivery Partner and, in collaboration with the wider partnership including Research in Practice and the Tavistock NHS Foundation Trust, will develop and deliver high quality continuous professional development (CPD) to newly promoted practice supervisors in the Greater Manchester consortium.
- 4.1.6 Finally the service has developed an assurance and audit tool that will assist in developing our understanding of the quality of professional supervision for social workers working in our children's social work teams. This will be used to improve the quality of professional supervision.

**4.2 Recommendation 2 - *Ensure that the work allocated to newly qualified social workers is commensurate with their level of experience and that their caseloads are kept within national guidelines.***

- 4.2.1 Policy and caseload guidance has been revised and circulated which clearly states the caseload expectations for newly qualified social workers who are in their Assessed and Supported Year in Employment.(ASYE) To support this we have strengthened monitoring and oversight of caseloads held by this group of staff. We are also in the process of speaking to all ASYEs to understand their support needs and how this influences the form and type of support provided to this group of staff; these comments will feed into our annual review of the support to this group of staff. We have built into our audit programme an expectation when a case held by a newly qualified social worker is audited this triggers a review of their caseload and supervision arrangements.

4.2.2 Continuing to reduce complex demand through the creation of more effective partnerships in localities and across the whole system is critical to the ultimate outcome of reduced caseloads. Work is progressing to deliver a more localised approach to the delivery of children's services along with partners, with significant, in principle, discussions on an agreed way forward held with Greater Manchester Police, the Local Care Organisation, Schools and the Clinical Commissioning Group. This work will be supported by colleagues in Performance Research and intelligence and reform and innovation, this is an ongoing piece of work.

4.2.3 In addition to our recruitment activity we have also focused on retention to ensure we maintain the level of experience we have developed. To assist in this the service has developed a social work career pathway that is aligned to the National Assessment and Accreditation System roles of Child and Family Practitioner, Practice Supervisor and Practice Leader and linked to our learning and development offer. This has overall been received well by social workers and interest and engagement in this has been good; we believe this will influence our ability to both recruit and retain skilled and experienced social workers. Our engagement in this work has resulted in National recognition from the Department of Education.

**4.3 Recommendation 3 - *Ensure that children in need cases are regularly reviewed and that progress is measured and recorded in supervision by manager and analysed in updated assessments.***

4.3.1 The Service has revised Child in Need Policy and Practice Guidance which has revised the routine review timescales for these cases. This has been accompanied by the implementation of new management guidance on effective supervision and review of child in need cases. Both have been distributed across the service and the key changes and requirements delivered directly to staff through their line management and team structures.

4.3.2 Monthly children in need Panels chaired by Service Managers with Early Help representative present ensure wider community supports are utilised. The purpose of panel is to review all children in need who have been receiving a service for over 9 months and to ensure appropriate SMART planning is in place leading to clear exit plan. Panel also reviews of all cases open to Duty and Assessment that have been open for 3 months following the 45 day assessment and cases that are planned to transfer to Locality. This is a management quality assurance process to ensure the right plan for the right child at the right time. Actions for the meeting are inputted into the child's electronic case file as management oversight.

4.3.3 Our monitoring and oversight arrangements for those children receiving services who are assessed as children in need of help and support identifies those children who do not have a written plan of support as well as identifying those children who have not been visited within timescales. This data is scrutinised weekly in teams and is used in supervision to ensure children are visited timeously and there is relentless focus on those issues that require to be addressed to improve the circumstances of children.

**4.4 Recommendation 4 - *Improve the quality of assessments so that the lived experiences of children are fully understood and inform plans. Ensure that plans set out clear and measurable outcomes for children based on comprehensive assessment, and that their effectiveness is regularly reviewed.***

4.4.1 The Social Work Consultants (professional role in the service - not agency staff) have completed a SMART planning development session and supporting materials for Social Workers. The roll out of this programme will be implemented in September 2018; supported by a revision of guidance and available practice examples of ‘good’ assessments.

4.4.2 An overarching challenge that runs through much of the development activity for the service, is that we are able to intelligently track, target and evidence impact of our learning and development activity. The Strategic Lead for Quality Assurance and Workforce Learning and Development Strategy Group, supported by ICT and HR colleagues, is exploring new mechanisms for capturing learning and development ensuring mandatory training required for different roles is undertaken within timescales.

**4.5 Recommendation 5 - *Review practice in triaging domestic abuse notifications and ensure that frontline police staff have clear guidelines on when children at risk from domestic abuse should come to the attention of the local authority.***

4.5.1 The responsibility for this recommendation is largely practice improvement within Greater Manchester Police (GMP) however there is a requirement for strong partnership working between GMP and the Strategic Lead for Early Help. Together the relevant individuals from the Council and the Police have delivered 3 multi-agency workshops which have undertaken a systems review of the process for notification, identifying strengths and weakness; within Police practice affecting performance in this area. The output of this work has partly resolved the issues of triaging with locality duty social work teams providing support to assist with the triage process. GMP has trained an additional 8 officers to assist in this area of work.

4.5.2 A more sustainable approach to this issue is part of the reform of the front door and MASH arrangements; GMP will be moving resources to support locality based arrangements with an enhancement to the early help hubs with potential testing of this approach early in 2019.

**4.6 Recommendation 6 - *Improve the quality of assessments of privately fostered children and ensure that they are rigorously reviewed.***

4.6.1 Revised guidance has been issued to staff on what good assessment and a good review looks like for privately fostered children. The Service Manager with responsibility for this area had developed a series of briefings and tools for staff prior to the inspection which have been rolled out.

4.6.2 To ensure continued oversight and scrutiny of the improvements expected

from the revised guidance and staff development materials an Independent Reviewing Officer, from the Safeguarding Improvement Unit has been identified to conduct specific and routine audits and case sampling activity of private fostering cases. This will generate regularly reporting into the Quality Practice Improvement Group on any identified themes, in addition to direct engagement on specific actions and improvements in individual cases. The first of these audits has taken place and reported amongst other more detailed findings that practice in children's social work remains inconsistent. In response to this and the continued challenge to achieve consistency of high quality practice, the service has taken the decision to identify a group of staff who will act as 'specialists' in this work to drive further improvements and share learning/good practice. This will be supported by the audit tool for Private Fostering which has been developed by the Strategic Lead for Safeguarding.

**4.7 Recommendation 7 - *Identify and then increase the number of children who receive support from an independent visitor or independent advocate at child protection case conferences, or at statutory reviews for children looked after.***

4.7.1 The promotion of the advocacy service for Looked After Children which was in place at the time of the inspection is fully embedded and performing well. Take up of the offer of advocacy by looked after children is tracked and promoted. The Inspection noted benefits in extending this offer to those children on Child Protection Plans.

4.7.2 Following the inspection a pilot programme was launched whereby advocacy was offered via parents to children subject to a Child Protection Plan on an 'Opt Out' basis. The pilot was launched on 1st February 2018 and ran through to the 1st April 2018. Reports from the pilot evidenced a positive impact of advocacy but take-up, though improved on previous years, was not accelerating as anticipated within the service. Subsequent to this the Children's Rights Service was recommissioned and the requirements for advocacy to be offered to all children made subject to children protection plans on an 'Opt Out' basis have been built into the new service contract.

4.7.3 The Service and the new Provider have jointly developed an action plan to increase participation of children and young people at case conferences including developmental sessions with staff on promotion and engagement with advocacy.

**4.8 Recommendation 8 - *Ensure that plans for permanence progress without unnecessary delay.***

4.8.1 *Our Manchester, Our Children - Securing Permanence: Policy, Procedure and Practice* is a new Permanence Policy that has been developed in partnership with Coram Innovation as part of national research/practice. This guidance and policy will be implemented during August/September 2018. The Policy introduces a framework of procedure, practice and guidance that requires front line social work staff to utilise monthly Permanence Planning meetings in

partnership with Fostering colleagues and Adoption Counts to avoid all unnecessary delay in attaining permanence for children in our care. It is also central to the Children's Services Budget Savings/recovery plan.

4.8.2 The policy focuses on key aspects of Permanence including:

- Roles and Responsibilities;
- Key Principles in Permanence Planning;
- Understanding Options for Permanence;
- Assessment and Planning;
- Identifying the best option for every child; and
- Tracking Permanence.

4.8.3 The practice guidance is built around 5 key process points in the child's journey to Permanence:

- Preparation for Gateway Panel;
- Permanence Planning Meetings;
- 2nd LAC Review;
- Monthly Permanence Tracking Meeting; and
- Final Care Planning.

4.8.4 Monthly senior manager tracking meetings will be held in each Locality to monitor and scrutinise progression of Permanence Plans for every child from Pre-Proceedings onwards. Quarterly thematic reports will be submitted to the Directorate leadership team to evaluate impact and review framework accordingly. In addition to front line social work innovation, further work has been implemented with Coram Innovation in Fostering, including performance surgeries with permanent fostering family finding function, recruitment and assessment of foster carers and innovative practices such as Fostering Activity Days.

4.8.5 Coram Innovation will assist with implementation city-wide, including training of front line staff, facilitating and modelling good permanence planning meetings and initially co-chairing Monthly Tracking meetings until December. In addition, a highly regarded commissioned 3 day course from Research in Practice in relation to planning for permanence which was delivered to circa 30 members of front line staff in June and July 2018.

**4.9 Recommendation 9 - *Ensure that high-quality work to help children to understand their life experiences is given priority for all children looked after.***

4.9.1 Revised guidance for the undertaking of 'life work' and engagement with young people has been completed. This includes a range of supporting exemplar resources. The combine resources will now be consulted upon with young people and other stakeholders for further development and completion at which point they will be delivered to frontline staff and aligned to the overall service learning and development programme. The oversight and assurance around delivery will be factored into the existing and refreshed Quality

Assurance Framework.

4.9.2 The service continues to use and develop its approach to its Social Work practice model Signs of Safety. This model provides a framework that supports direct work with children and their families in an attempt to develop professionals and children's understanding of their life experiences. This approach is supported by our practice standards which in turn is analysed through supervision and our auditing activity.

**4.10 Recommendation 10 - *Improve the quality of pathway plans so that they reflect the individual needs of the young person, including their educational needs, and so that the required actions are measurable.***

4.10.1 Prior to the inspection the service had already taken a policy decision to increase the oversight of pathway plans in two ways. The first was to incorporate the commissioned services quality assurance framework to the mainstream service arrangements, aligning audit and case sampling processes and tools.

4.10.2 Secondly, new arrangements were put in place to extend the oversight of care planning, by the Independent Reviewing Officer service, into the first post-18 review of the young person's pathway plan. This will provide more consistency for the young person and grip on quality and smoother transition as the child's care plan moves into the young adults pathway plan. These arrangements are now firmly in place and effectiveness will be reviewed on an ongoing basis through the Quality Assurance Framework.

4.10.3 In addition, our Leaving Care Service provider, has delivered specific training to their staff in respect of review and completion of a Pathway Plan.

**4.11 Recommendation 11 - *Ensure that there are effective arrangements in place to support care leavers with their health needs and to enable them to have an up-to-date summary of their health history when they leave care.***

4.11.1 Colleagues in Manchester Foundation Trust, Safeguarding and Looked After Children Nurse service have been meeting with the strategic lead for Care Leavers to resolve two aspects of this recommendation. Firstly that care leavers have a history of their health progress in this area about accessing recording and availability of the information has been made. The second part of the task is proving more challenging in that care leavers should be provided with up to date and relevant information about health services in their area, this work is ongoing and being tracked by the Corporate Parenting Panel. It is planned an audit/questionnaire with our children will be undertaken prior to the end of the year.

**4.12 Recommendation 12 - *Expedite plans to improve swifter access to suitable accommodation for all care leavers.***

4.12.1 A Needs analysis and options paper has been completed for care leavers in



relation to the projection of accommodation requirements over the next 3 years. The Needs analysis will be presented at the Strategic Housing Board and the Homelessness Officers groups for consideration of the projected demand and further discussions on a multi-agency approach to meet this demand are to follow. However, we have provided 6 properties for care leavers from Registered Social Landlords, which includes two independent tenancy starter training flats for Our Children leavers. The other 4 places are used as a move on scheme for care leavers. Further proposals have been put forward and accepted for 6 self-contained flats for our children who require medium to high level support. 15 Care Leavers were offered Band 1 housing status. 22 of Our Children have been provided within their own accommodation since July 2017.

- 4.12.2 Currently Manchester Children's services are proposing a pathway to discuss accommodation for Our Children as part of the Homelessness Strategy Group in the coming weeks. Some of our young people will be ready to discuss their future aspirations including where they see themselves living once they leave care through the *Young People's Future Housing Panel* (name to be chosen by Our children) which is an innovative pilot due to commence in late November 2018 The panel will be for young people aged 15½ plus who are thinking about where and how they would like to live when they leave care. Making sure our young people start independence at the right time and in the right place provides the best chance for a positive journey to adulthood and will support the best possible life chances.
- 4.12.3 In conjunction with Adult service we will ensure Our children do not end up homeless by combining a joint adults and children pathway to housing solutions. This work is due to commence at the end of August and we hope to have the report by mid-September 2018.

## **5.0 Conclusion**

- 5.1 The service and where appropriate its partners have completed a range of activities that contribute to delivering the 12 recommendations made by OFSTED during their inspection of Manchester's children services in 2017 (see attached action plan).
- 5.2 It is the focus of the service along with our partners to evaluate the impact of these changes/developments with regard to the lives and outcomes for children and their families, these will be reflected in the services self-assessment (completed bi-annually) and service plan.

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Title	Ofsted Subgroup
Membership 2018/2019	Councillors Alijah, Collins, Hewitson, T Judge, Lovecy (Chair) and Stone and Mrs B Kellner and Mr R Lammas (Co-opted)
Lead Executive Members	Councillor Bridges - Executive Member for Children's Services Councillor Rahman – Executive Member for Schools, Culture and Leisure
Strategic Directors	Paul Marshall - Strategic Director of Children's Services Amanda Corcoran – Director of Education
Lead Officers	Simon Taylor - Senior Schools Quality Assurance Officer Sean McKendrick - Deputy Director of Children's Services
Contact officer	Rachel McKeon - Scrutiny Support
Rationale	<p>This Subgroup has been established to:</p> <ul style="list-style-type: none"> <li>• consider inspection reports and performance information for Manchester Schools;</li> <li>• consider inspection reports and performance information for Manchester Children's Centres</li> <li>• consider inspection reports and performance information for Daycare providers in Manchester</li> <li>• consider inspection reports and performance information for Manchester City Council-owned children's homes</li> <li>• consider Ofsted inspections and guidance into how local authorities secure school improvement</li> <li>• liaise with Council Officers, School Staff and Early Years staff to identify barriers to performance</li> <li>• consider inspection reports and performance information for services for children in need of help and protection, looked after children and care leavers</li> <li>• make any necessary recommendations to the Children and Young People Scrutiny Committee</li> </ul>
Operation	This Subgroup will meet periodically and report its findings to the Children and Young People Scrutiny Committee by submitting minutes to the Committee.
Access to Information	<p>Meetings of this Subgroup will be open to members of the press and public except where information which is confidential or exempt from publication is being considered.</p> <p>Papers for the Subgroup will be made available to members of the press and public on the Council's website and in the Rates Hall of the Town Hall Extension except where information which is confidential or exempt from publication is being considered.</p>
Schedule of Meetings	Tuesday 2 October 2018 at 10 am Tuesday 29 January 2019 at 10 am Tuesday 12 March 2019 at 10 am

**Children and Young People Scrutiny Committee  
Ofsted Subgroup  
Work Programme – October 2018**

<b>Tuesday 2 October 2018 at 10 am (Report deadline Friday 21 September 2018)</b>				
<b>Item</b>	<b>Purpose of Report</b>	<b>Lead Officer</b>	<b>Executive Member</b>	<b>Comments</b>
Re-inspection of services for children in need of help and protection, children looked after and care leavers – Post Inspection Action Plan	To receive an update.	Paul Marshall/Sean McKendrick	Councillor Bridges	See 20 March 2018 minutes
Newall Green High School – Ofsted Inspection Action Plan	To receive the action plan for Newall Green High School.	Simon Taylor	Councillor Rahman	To be confirmed See 26 June 2018
The Grange School – Ofsted Inspection Action Plan	To receive an update.	Simon Taylor	Councillor Rahman	See 20 March 2018 minutes
Terms of Reference and Work Programme	To review the Terms of Reference and work programme.	Rachel McKeon	-	

<b>Tuesday 29 January 2019 at 10 am (Report deadline Friday 18 January 2019)</b>				
<b>Item</b>	<b>Purpose of Report</b>	<b>Lead Officer</b>	<b>Executive Member</b>	<b>Comments</b>
Ofsted Inspections of Manchester Schools	To receive a list of all Manchester schools which have been inspected since the last meeting and the judgements	Simon Taylor Rachel McKeon	Councillor Rahman	

	awarded. To consider inspection reports for a selection of the schools.			
Daycare Providers	To receive a summary of Ofsted inspection information for daycare providers. To consider inspection reports and performance information for a selection of daycare providers.	Simon Taylor Rachel McKeon	Councillor Bridges	
Terms of Reference and Work Programme	To review the Terms of Reference and work programme.	Rachel McKeon	-	

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