

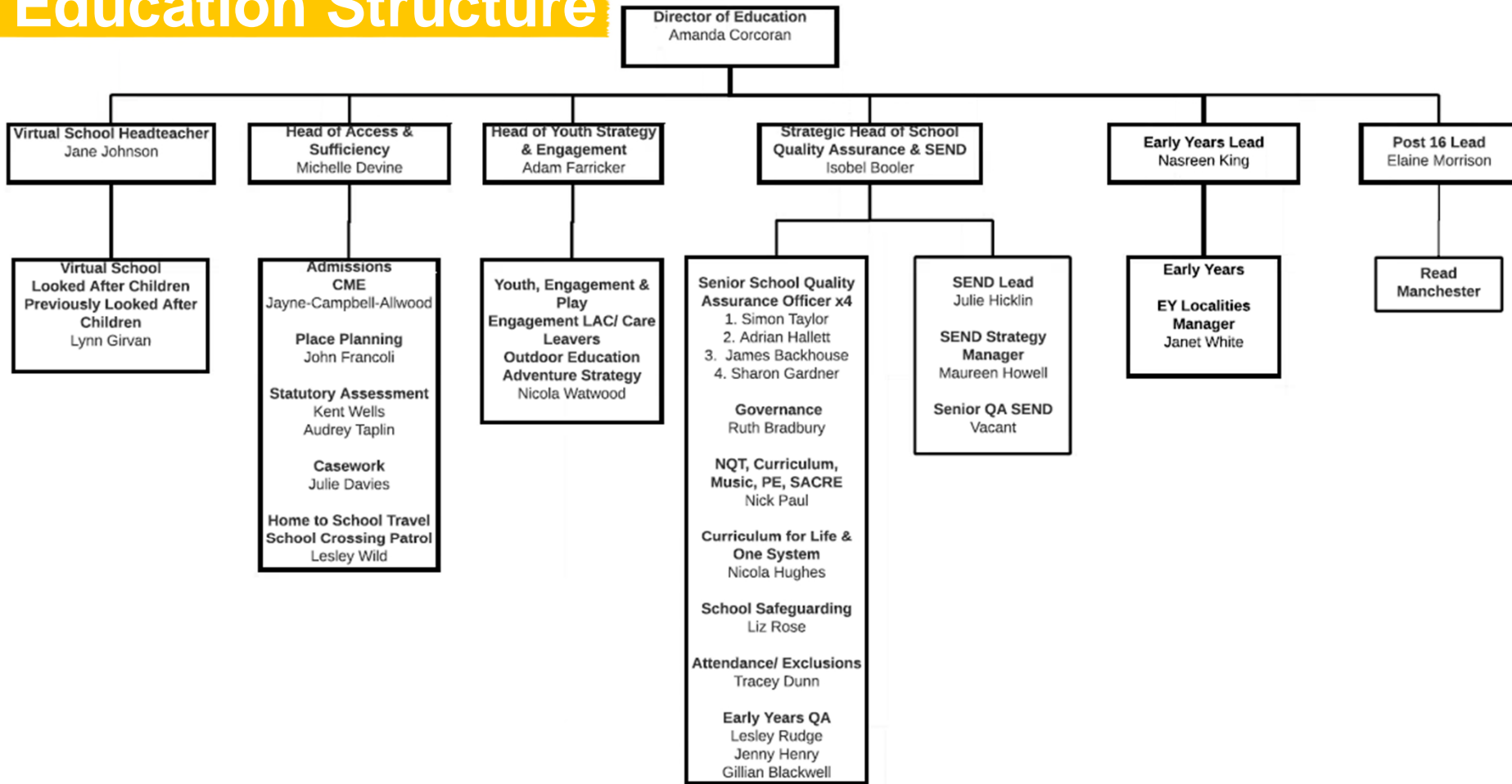
Education Workforce

Presentation to Resources Scrutiny Committee
November 2018

Amanda Corcoran - Director of Education

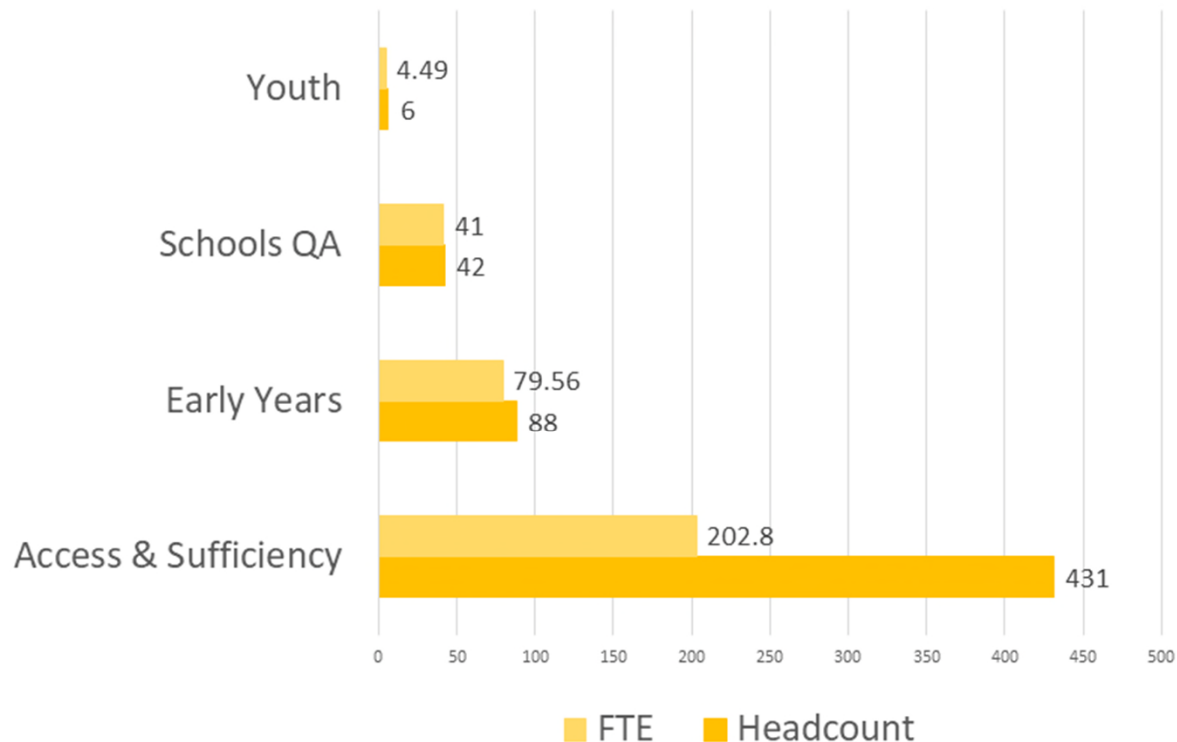


Education Structure



Education Workforce Profile

FTE And Headcount



Equality Information



Gender

82% Female

18% Male



Disability

86% No

11% Undisclosed

3% Yes



Race

75% White British

16% BME

9% Undisclosed

Education - Our Teams

School quality assurance and special educational needs -

- Provide quality assurance of 185 schools across City
- Support and intervention on school attendance and exclusion
- School governance advice and support
- Curriculum areas; RE, Music, Outdoor Education
- Curriculum for Life
- Safeguarding advice and support
- Quality assurance of Early Years settings
- SEN Strategy and Quality Assurance including Local Offer; Manchester Information and Advice Service; Engagement with parents and young people.
- School workforce

Virtual School for Our Children and Young people -

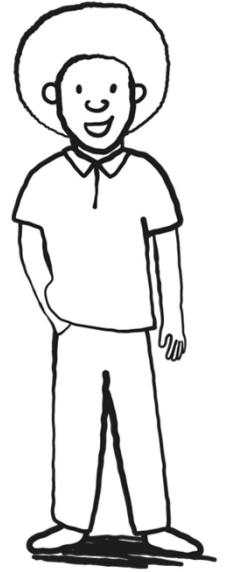
- Overview and monitoring of Education for Our Children and Young People 2 - 25
- Training and development of staff on Education of Children in Care

Post 16 lead -

- Not in Education, Employment or Training (NEET) reduction and managing contract for commissioned targeted service
- Careers Information Advice and Guidance
- Links to Work and Skills team

Youth Offer and Youth Engagement team -

- Strategic overview of youth offer across Council
- Overview of contracts with Young Manchester and Youth provisions
- Strategy for youth engagement and working with Manchester's Youth Council



Education - Our Teams

Early Years Service

- Early years delivery model (universal offer from birth) and Sure Start Core Purpose - outreach team and interventions
- Early Years sufficiency and administration of 2 years old and 3 year old offer

Access and Sufficiency Service

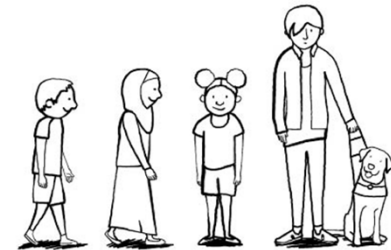
School organisation and admissions team-

- School place planning and sufficiency
- Free travel passes
- School admissions
- Children Missing Education - tracking

Education operations team

- Education, health care plan team for children and young people aged 0 to 25
- Education casework team
- Short breaks team
- Travel coordination unit assess and provide home to school travel solutions for children and young people with Special Educational Needs/Disability and coordinated school crossing patrols
- School Crossing patrol (90 staff)

| Team & Headcount | | |
|-----------------------------------|--------------------------------|-----|
| Admissions and Sufficiency | Education Caseworkers | 16 |
| | Education Health and Care Plan | 22 |
| | Education Operations | 1 |
| | Planning & Accommodation | 5 |
| | Team 1 | 8 |
| | Team 2 | 28 |
| Education Operations | Education Caseworkers | 3 |
| | Education Health and Care Plan | 12 |
| | Travel Coordination Unit | 336 |



Education Workforce

b-Heard

| b-Heard Score | 2016 | | 2017 |
|---------------|-------|---|-------|
| Education: | 616.3 | → | 597 |
| MCC: | 594.7 | → | 610.6 |

Insights:

- Score reduction in all areas other than leadership.
- Specific issue around Team Leader / Team Manager level and their view around management
- Worklife balance and work pressure a concern.

Response:

- Integrated the children & education directorate.
- Education operations currently being redesigned to provide additional management capacity to better support the operational staff.
- Operational staff carousel events in summer, which included raising awareness of bHeard
- In admissions, currently piloting flexible working initiative to improve work/life balance.

b-Heard Response Rate



23.33%

Education Operations



54.78%

Schools QA &
Early Years



70.59%

Youth & Early Help

Overall:

MCC average:

30.93%

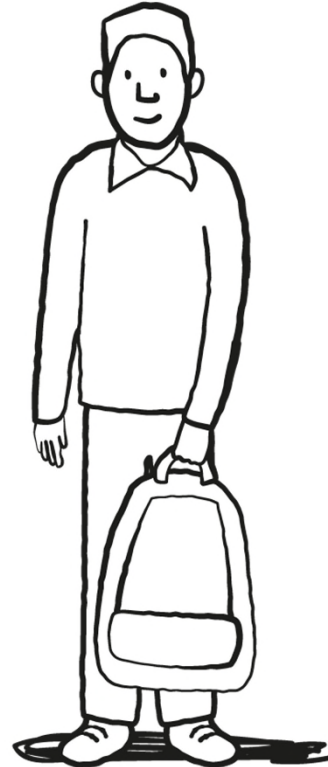
48.94%

b-Heard - Our response: Integration of Children's Services and Education

- Extended leadership capacity across 2 services - sharing the load both internally and across GM
- Children's Leadership team have meeting based in different offices with an opportunity for staff to meet the team
- Aligned services eg Education safeguarding team to reduce duplication and maximise expertise
- Shared some back office functions and resource to support front line workforce
- Joined workforce development to provide a wider offer to all staff - includes coordinated induction and joint workforce events for all staff
- Improved communication to staff through Children's Services bulletin

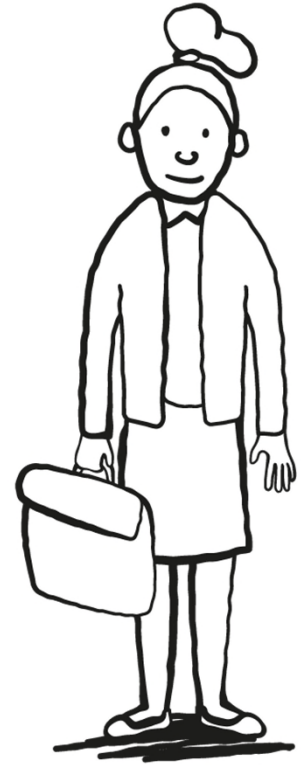
b-Heard - Our Response: Education - My Manager

- Established a Wider Education Services leadership team which meets each half term
- Increased senior capacity within the Schools Quality Assurance Team and reorganised line management eg all school improvement functions put together
- Changed meeting patterns in response to feedback from staff to maximise attendance
- Thematic meetings to focus on key issues and developments across different teams
- Adopting flexible working arrangements for managers and staff to support work life balance
- Managers encouraged to take leadership roles in local, regional and national forums eg Chair NW Association of Virtual Schools, Chair NW Coordination of School Governance Services, Secretary NW Information, Advice Services, representation at national forums and presenting at conferences.



b-Heard - Our Response: My Team

- About You sessions - some teams trialing holding these off site
- Team away day sessions held at beginning of academic year
- Development opportunities provided for staff where requested through About You sessions and opportunities for staff to 'act up' or take on additional responsibilities
- Staff given opportunity to lead on thematic areas and to progress innovative ideas eg parent champion models; increasing supported internships; engagement with children and young people; developing Curriculum for Life.
- Carousel events provided for school crossing patrols and transport escorts, allowing staff groups to come together to receive training and discuss issues within the service.



b-Heard - Our Response: Staff well being

- Working with staff to embed OWOW to support work life balance, including piloting new flexible working arrangements in School Admissions.
- Promotion of Employee Assistance scheme.
- Celebration and praise for staff eg recognised at team meetings; mentioned in Children's Services bulletins; emails to staff; emails from CEX to teams.
- New office space for Education Operations team based at Universal Square - direct response to feedback in b heard
- Improved Directorate Awards for Excellence - included prizes donated by Executive members and senior managers for all nominees.



Volunteering

Range of volunteering undertaken across service including:

- School governors
- Trustees
- Parents/carer forum and Working Together for Manchester parent groups eg bid writing and coaching
- Supporting Read Manchester
- Manchester International Festival
- Menstrual Poverty campaign - everymonth.com
- Supporting children on community trips
- Food banks
- Macmillan coffee morning
- Climbing Mount Kilimanjaro to raise money for Factory Youth Zone



4,944 days lost
due to absence
(Oct 17 – Sept 18)

| | Days lost | FTE days lost |
|----------------------|--------------|---------------|
| Access & Sufficiency | 3,348 | 16.35 |
| Early Years | 961 | 12.07 |
| Schools QA | 607 | 13.02 |
| Youth | 28 | 5.29 |
| Total | 4,944 | 14.70 |

Absence by reason:

- 1 Stress/Depression
(20%)**
- 2 Surgery
(15.1%)**
- 3 Injury/Fracture
(7.5%)**

Supporting staff to maintain attendance

Managers are encouraged to supplement the formal policy with more innovative ways to support staff including:

- Working with HROD to improve management compliance of the Management of Attendance policy
- Ongoing promotion of the Employee Assistance Programme
- Adopting flexible working arrangements to support staff to remain in work and facilitate staff returning to work
- Well being sessions arranged for Operations staff over the summer period
- Ongoing work with Health and Safety to support Operational frontline staff



Good news

- Work of Early Years Service - high national profile and featured Good Growth for Cities Report published November 2018
- Work on Supported Internships featured in DFE 0 -25 bulletin May 2018 disseminated nationally
- Parent Champion work featured in Listening in Action events as example of Our Manchester way of working
- Acknowledgement of work of Education, Health and Care plan team in letter from Minister to CEX and Leader of Council
- Recognition of teams in OFSTED reports - Local Authority and Schools or Settings
- Virtual School for Our Children and Young People runners up in CEX Award Nov 2018
- 2 staff winners of Working Together for Manchester - 2018 Awards for Excellence
- High numbers of nominations Education staff for 2018 Award



Ongoing challenges

- Significant child population growth in City has led to increasing workloads in all areas.
- Some aspects of integration with Children's Services are not complete - Early Years service and Early Help
- Redesign to address some capacity and workload issues in Education Operations team is still in process. For example Education, Health Care Plan team team dealing with a 40% increase in plans this year; Travel Coordination Unit dealing with increase in requests for home to school transport.
- School crossing patrols and transport escorts account for a high proportion of overall staffing in Education - part time and remote working. Often more closely aligned to schools than Council.
- Interim staff were used to provide capacity for school quality assurance team until new managers started in September - so there have been recent changes. New recruits not eligible to complete Be Heard.
- Changes to Car Parking passes and essential care user allowances - significantly impacted on some teams who work across schools and settings