

**Manchester City Council  
Report for Resolution**

**Report to:** Children and Young People Scrutiny Committee – 11 October 2016

**Subject:** Children and Young People’s Plan

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

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**Summary**

This paper introduces the refreshed Children and Young People’s Plan, developed by the multi-agency Children’s Board. The plan was formally signed off by the Children’s Board on the 21 September 2016 after incorporating feedback from a number of partner forums from across the city, including most importantly children and young people.

**Recommendations**

The committee is asked to note the contents of the plan and provide any views on how the city could embed those areas about which ‘we are passionate’ and ways of working set out in the plan.

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**Wards Affected:** All

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

None

## 1. Overview

- 1.1 Over the summer the multi-agency Children's Board has developed a refreshed Children and Young People's Plan, which sets out the strategic direction and priorities for the city, and all services working with children and young people, over the next four years. The city is ambitious for all its children and young people and the plan aims to reflect this by setting out priorities under four vision priorities of Safe, Healthy, Happy and Successful – chosen to try to encapsulate the broad range of outcomes that the city is looking to achieve. It also highlights particular areas that Manchester is 'passionate' about achieving: ensuring children and young people live in safe, stable and loving homes; reducing the number of children and young people in care; ensuring children and young people have the best start in the first years of life; and ensuring children and young people fulfil their potential, attend a good school and take advantage of the opportunities in the city.
- 1.2 Importantly the plan emphasises the need to relentlessly focus on outcomes that matter for children, and to drive and embed a different way of working to achieve these outcomes, in line with the city's 'Our Manchester' strategy. This emphasises the different approach that we are looking to take forward in the city – an approach which forges deeper relationships with children and families, focuses on what matters to children, not what the matter is with them, and takes a collaborative approach with children, families, services, businesses and communities working together to achieve improved outcomes.
- 1.3 In its development, the draft plan has been shared with a number of forums across the city for comment. The city also hosted a workshop on the plan with children and young people at the recent Our City, Our Say conference. The plan has been positively received and has been refined in light of comments.
- 1.4 The plan attached here is the plan that has been approved by the Children's Board.

## 2. Consultation

- 2.1 Earlier draft versions of the plan were shared with the Children's Improvement Board, Health and Wellbeing Board, Manchester Safeguarding Children's Board partners, Manchester Investment Board partners (who oversee public service reform) and members of the Community Safety Partnership. Alongside this, a draft was shared with various working groups for key strategies such as the Family Poverty Strategy.
- 2.2 As mentioned above, the city also hosted a workshop with young people as part of the Our City, Our Say conference on Friday 9 September. Participants in the workshop included young people, who were asked to provide their thoughts on the four areas of the vision and to share their future vision for children and young people in Manchester in 2025. The children and young people who were in attendance provided some valuable contributions to the discussion and their comments have been incorporated into the final draft of the plan.

### **3. Next Steps**

- 3.1 The consultation undertaken over the last few months, our Locality Plan and the developments associated with our 'city deal' has highlighted the need for the Children and Young People's plan to be an iterative, evolving plan. As part of this, the Children's Board is structuring its future meetings around the key themes with a strong focus on incorporating views of children and young people into the discussion. The Children's Board will also review and refresh the plan annually.
- 3.2 More generally, one of the outputs of discussion from the Our City, Our Say conference was how children and young people can further shape other plans for the future of the city – e.g. the future of our delivered and commissioned services, and the future of the physical regeneration of the city. This emphasises the important role of the Children's Board in working closely with the key stakeholder boards in the city, ensuring that their plans are engaging, listening and responding to children and young people.

### **4. Recommendations**

- 4.1 The committee is asked to note the contents of the plan and provide any views on how the city could embed those issues about which 'we are passionate' and the ways of working set out in the plan.

# **Our Manchester, Our Children:**

## **Manchester's Children and Young People's Plan 2016-2020**

*“Our Manchester – building a safe, happy,  
healthy and successful future for children and  
young people.”*

## **Our Manchester, Our Children**

*“Our Manchester – building a safe, happy, healthy and successful future for children and young people.”*

Children and young people matter in Manchester - our city’s long-term future and prosperity will only be secured with them. The Our Manchester strategy recognises this, placing children at the heart of its vision for Manchester to be in the top flight of world-class cities by 2025. It aims to open up new opportunities for our children and young people in the fields of education, work, leisure and family life. Hundreds of children and young people fed into the development of Our Manchester, writing postcards on what they wanted Manchester to be like – opportunities for having fun, opportunities for work, and opportunities for making friends. Some of the key commitments in relation to children and young people include:

- Aim for Manchester to be the UK’s youth capital
- More young children will arrive at school ready to learn, increasing their life chances, and supporting their future independence.
- Educational attainment will improve to above the national average, with a particular focus on science, technology, engineering, maths, digital skills and creativity
- The next generation will be inspired by opportunities to upskill and succeed - meaningful work placements will be encouraged for every young person; there will also be more apprenticeships and higher-level apprenticeships in a wide range of fields.
- A radical improvement in health outcomes
- Resilient and vibrant communities of people including support to people with complex and multiple problems to get their lives back on track.

Alongside this, Manchester’s Locality Plan sets out our vision for integrated, place-based working and commissioning in health and social care. The plan, which is jointly owned by a range of partners sets out a shared ambition that children and young people in the city are safe and have the opportunity to thrive as they become adults. The development of a Single Hospital Service and Local Care Organisation (LCO) will also provide a number of opportunities to shape the delivery of health services for children and young people.

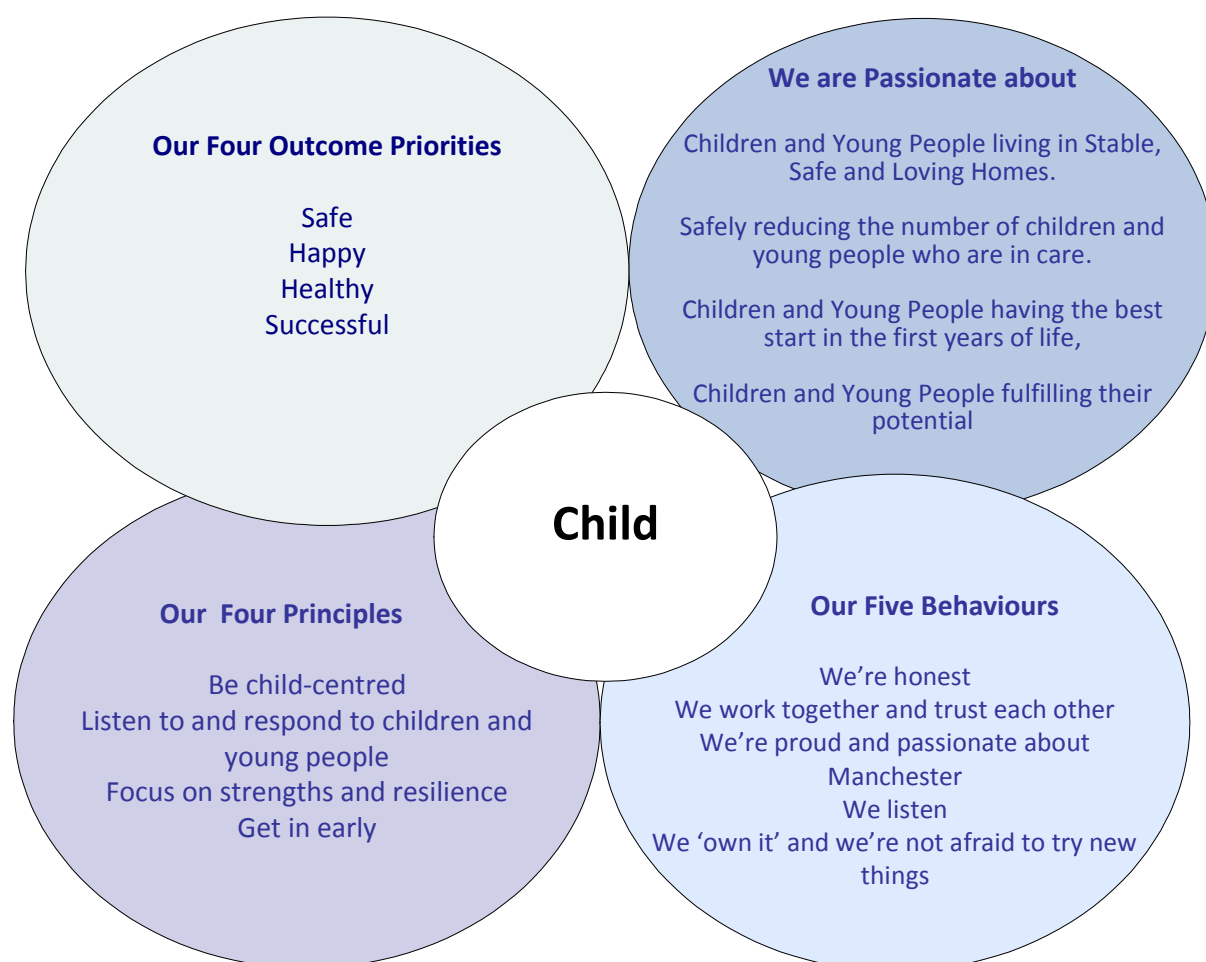
Manchester’s Children and Young People’s Plan sets out further how the city intends to take forward the overall ambition and approach described in Our Manchester and our Locality Plan in relation to children and young people. This is a plan for children, not children’s services. All parts of the city have a role in supporting our children and young people, not least families.

It sets out priorities both for **what** we want to achieve and also **how** we want to achieve them. This reflects the wider Our Manchester approach that is being taken forward in the city. It promotes a different way of working in the city, one which at its core forges a deeper understanding of children, families and local communities, listening to what they care about and working together to improve quality of life.

It is a plan for all children and young people. Whilst some people may require more support than others, fundamentally the same aspirations apply to all.

It is also a partnership plan, jointly held by all agencies and organisations across the city that work with children and young people.

In terms of structure, the plan sets the direction for how we as a city and partnership will deliver on this vision, focused on 4 overall outcome priorities, 4 things we are passionate about, 4 principles, and 5 behaviours for how we work.



## Purpose of the Plan

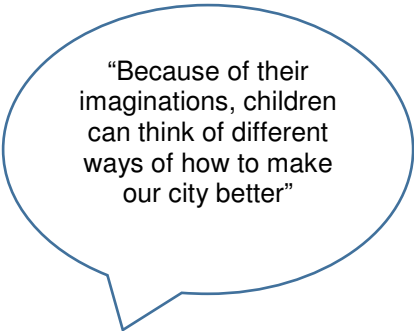
This plan sets out the direction for how all partners in Manchester will deliver our vision for children and young people over the next four years. This goes beyond just traditional children's services to encompass a wide range of organisations, and partners from across the city. It has two primary purposes:

1. **To focus the city on improving outcomes which ultimately matter to children and young people.** Part of this is about ensuring we take a holistic view of outcomes, from the pre-requisites of ensuring children and young people are safe and healthy, to the wider outcomes around ensuring children and young people can take advantage of the unique opportunities that the city provides. It is also about ensuring that the city properly understands what outcomes matter to children and young people. This will be informed through a number of ways, including the Joint Strategic Needs Assessment (JSNA), engagement with forums like the Youth Council and Children In Care Council, as well as regular engagement with children and families through our daily interactions.
2. **To promote a different way of working, consistent with the emerging Our Manchester approach and the integration of reform.** The Our Manchester strategy emphasises the role all stakeholders play in improving outcomes for the city, and looks to 'unlock the power and potential of communities'. As part of this, stakeholders across the city are looking to develop and embed new ways of working which promote deeper, strengths based conversations with families and local communities along with genuine co-production. At the same time, the city is also looking to break down traditional organisational and service boundaries, bringing together services and stakeholders to co-produce services and support around people and places. On both these fronts, children's services in Manchester are in many ways leading the way, with multi-agency initiatives like Early Help and Signs of Safety pioneering different conversations and ways of working.

## Growing up in Manchester

Children growing up in Manchester have a great number of opportunities. As a city we have two top-class universities, excellent parks, museums, and leisure facilities, all of which have the potential to contribute to a high quality offer for our children and young people. We are also a vibrant, multi-cultural city with a recent study identifying Manchester as the most linguistically diverse city in Western Europe.

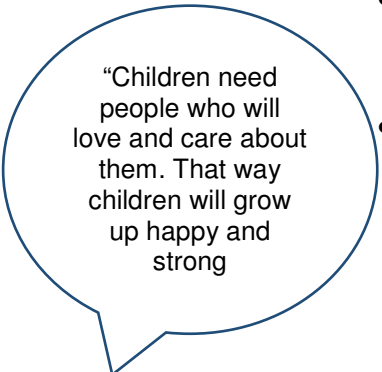
Alongside this, there have been a number improvements in our children's outcomes over recent years, including:




"Because of their imaginations, children can think of different ways of how to make our city better"

- The percentage of pupils achieving the expected level at the end of Key Stage 2 has increased in Manchester at a faster rate than the national average over recent years
- Pupils eligible for free school meals perform well in relation to the national average
- The number and rate of children looked after by the local authority has decreased over the past five years


However, despite these successes we recognise that we are on an improvement journey and there is a still some way to go both in how we engage with children, young people and families and how we work together to improve outcomes. The speech bubbles here, all quotes from children and young people, are just some examples of their feedback. More generally:




"Children need people who will love and care about them. That way children will grow up happy and strong"




"It would be better if there were more local parks"



"We need services that help us e.g. children's hospitals"



"Where we live is important to us"



"There are many clever kids in Manchester. Manchester City Council may not always have the best ideas. Those children could have thought of something really helpful"

- One in four children in reception class are overweight or obese
- 6.0% of 16-18 year olds in Manchester are not in education, employment or training (NEET), one of the highest figures in Greater Manchester and above the overall North West average of 4.8%
- The number of Looked After Children is still too high at over 1,200 (as at September 2016).



## What We Want To Achieve

The Children and Young People's plan flows from the ambition contained in Our Manchester, focusing the city on the outcomes that really matter for children and young people, and connecting children and young people to the growing number of opportunities in the city over the next decade. To this end, the plan identifies priorities under four outcome themes - **safe, happy, healthy** and **successful** - specifically chosen to try to encapsulate the broad range of outcomes that we want to achieve as a city. It also sets out four things that we are passionate about, which will provide a particular focus for our work over the next four years.

It is this broad view of outcomes which we as a city will relentlessly focus on achieving over the next four years. It means that whilst our individual roles and services may deliver on particular issues, overall our models of support for children will add up to a coherent whole, supporting the fundamental outcomes of being safe, healthy, happy and successful.

It also means that we will place critical importance on understanding what matters to children and young people, updating our plans and service specifications accordingly – through regular listening and engagement and through rigorous analysis of statistical data, such as the Joint Strategic Needs Assessment, and research.

### Safe

*All children and young people feel safe; their welfare promoted and safeguarded from harm within their homes, schools, and communities.*

We will work to:

- safely reduce the number of children in Manchester who are either in care, on a child protection plan or classified as children in need. This has been and remains a key priority for the city, which still has too high numbers of children looked after by the council, or on the fringes of care. Our focus and priority is therefore to intervene in a more timely way with children and their families to ensure they get the right service at the right time; preventing abuse and neglect and the unnecessary escalation of need.
- reduce the number of children experiencing domestic abuse or parental substance misuse at home or in their own intimate relationships. Both of these are key challenges for the city: domestic violence is a significant factor in cases referred to the city's Multi-Agency Safeguarding Hub; whilst nearly 50% of adults in contact with alcohol and drug treatment in Manchester are parents (Joint Strategic Needs Assessment, 2016).
- protect children and young people from being exploited, including child sexual exploitation, female genital mutilation and radicalisation. This will also include empowering children at risk from being exploited to support them to keep

themselves safe from harm. An initial priority will be the development of a new Missing from Home strategy, using data and insights from interviews with children to reduce the number of future missing episodes and keep children safe.

- support children and young people to feel safe and be themselves without the fear of bullying at school and in the community
- support children and young people to understand their responsibilities and what they can do to stay safe
- reduce the number of children and young people who receive unintentional childhood injuries

## Happy

*All children and young people grow up happy – having fun, having opportunities to take part in leisure and culture activities, and having good social, emotional, and mental wellbeing. It also means all children and young people feeling that they have a voice and influence as active Manchester citizens.*

We will work to:

- build awareness and take-up of cultural, leisure and physical opportunities in the city by children and young people, particularly those with a disability. We start from enormous strength, with Manchester having some of the best opportunities in the country. The city is also breaking down barriers for children and young people, with the new All Age Disability Strategy.
- increase participation and voice of children and young people.
- support children and young people to enjoy good emotional health.
- promote positive relationships and increase their personal resilience. This includes family relationships and friendships as well as intimate relationships as children grow into adulthood.
- promote positive experiences at school to enable children to develop the resilience necessary for good emotional health

## Healthy

*The physical and mental health of all children and young people is maximised enabling them to lead healthy, active lives, and to have the resilience to overcome emotional and behavioural challenges*

We will work to:

- improve physical health outcomes for children and young people, including healthy weight, nutrition and physical activity, dental care, and avoidable hospital attendance
- improve knowledge of healthy lifestyles and health education, and increase participation in activities and positive experiences that improve physical and mental health and wellbeing

- improve knowledge of healthy relationships, sexual health and sex; promote healthy relationships and sex education programmes; and encourage open and honest conversations about relationships, sexual health and sex
- build resilience and self-esteem to enable children to make healthy lifestyle choices e.g. about drugs, alcohol, relationships
- ensure that all services that work with children and young people with an education, health and care plan will provide integration and personalisation of care
- create positive pre-birth and early years experiences for all children and young people underpinned by the Healthy Child Programme and Early Years New Delivery Model to maximise school readiness. As part of this we will look to ensure that all children receive their 9 month and 2 year reviews through the Healthy Child programme
- address the emergence or escalation of mental ill health by active health promotion and support, and early intervention within the community.
- ensure that all services working with children and young people put the child and family at the heart of everything they do and provide health care support at the time when most needed.
- ensure that all children and young people with a long-term health condition (physical or mental health) have timely access to condition specific pathways within the community, be empowered in self-care, and that young people are ready for adulthood.
- ensure that all services that work with children and young people (0-25yrs) with an education health and care plan will provide integration and personalisation of care. Children and young people and their parents or carers will be empowered to deliver self-care for those with complex health needs and disability in their homes and other community settings.
- ensure that those children and young people, including those who are looked after, requiring mental health support, continuing care or have long-term conditions, and being assessed as requiring additional health care over and above what is currently commissioned by the clinical commissioning groups and NHS England, will be assessed in a timely and planned way with full consultation with education, health and care. All looked after children regardless of placement will receive robust health services and assessment as per statutory guidance.

### Successful

*All children and young people have the opportunity to thrive and achieve individual success in a way that is meaningful to them. This may be in their education, emotional, or personal lives*

We will work to:

- ensure that all children and young people have access to high quality learning, suited to their individual needs. All children should attend and be ready to learn and have the opportunities to develop skills, knowledge and abilities. It is our ambition that all schools in Manchester are rated good or outstanding by Ofsted.

- celebrate the diversity and talent of Manchester's children and young people. We value the range of backgrounds, heritage, and experiences of our children and young people and will strive to ensure that this is recognised and that they are supported to achieve their aspirations, however diverse
- ensure that all children and young people are prepared for life and citizenship and have the necessary skills for employment. To support this priority we will ensure that young people from disadvantaged backgrounds have opportunities for training and employment.
- build children and young people's confidence, resilience, social skills, communication skills and social capital to support success from the earliest years of a child's life.

## **We are Passionate About**

As well as focusing on our four outcomes, there are four pressing priorities that we are passionate about. These are particularly pertinent to Manchester and will lead to wide-scale improvements for children and young people across the city. These are:

### **Children and Young People living in Stable, Safe and Loving Homes**

#### **Safely reducing the number of children and young people who are in care**

**Children and Young People having the best start in the first years of life**, improving their readiness for school.

**Children and Young People fulfilling their potential**, attending a good school and taking advantage of the opportunities in the city

## Working together: 4 principles for how we will work

We can only achieve our vision for Manchester through working together – children, families, public services, voluntary and community sector, businesses etc. Just as no loving parent takes an interest in only part of their child’s welfare and development, so too we as stakeholders in the city all have an interest for achieving the outcomes contained in this plan.

To put it another way, our interest lies first and foremost with the child and the family, not with the particular service or role we may individually represent. The city is already moving towards this model with strategies such as the Locality Plan setting a new direction for integrated delivery models that are blurring the lines between traditional organisational silos and providing opportunities for integrated public service reform on a cross-organisational level. Early Help is one example of this, where people from across different sectors are stepping up to become Lead Early Help Practitioners, representing the child first, not the sector they come from. We will take a pragmatic and flexible approach to integrating reform, recognising that we may need to adapt our ways of working in response to different circumstances and requirements.

We are also jointly accountable for achieving improved outcomes for children. In particular, the different partners that make up the Children’s Board will jointly oversee the delivery of this Children and Young People’s Plan and work with partners across the city to promote the development of integrated models of support.

We will take a ‘whole-system’ view, with a particular focus on early action. Research consistently shows the importance of and high returns from early intervention – we know that inequalities in childhood experiences lead to lifetime inequalities in income levels and health outcomes later on in life. And these inequalities can be traced back to pre-school age, which is why the city is prioritising its Early Years delivery model and related efforts to ensure children are school ready. But early intervention is not limited to just early years, as our Early Help reforms demonstrate. Across our different systems – education, health, social care etc. – we will prioritise early support, where needed.

Our approach will be one of *working with* children, families and wider stakeholders in the city, *not doing to*, consistent with the Our Manchester approach. There will always be instances where public services have to take direct action in order to protect children but our overall approach will be to work alongside children and families, equipping and enabling them to succeed.

To help articulate some of these different ways of working further, this plan sets out four key principles for how we will work, as set out below.

## **Key Principles for How We Will Work Together**

### **1. Be child and young person centred**

We will place children and young people at the centre of everything that we do. This means not only the way that we work directly with children through our commissioned and delivered services but as a city as a whole. It is our ambition that Manchester is a truly child-friendly city and partners from statutory and Voluntary and Community Sector organisations will work together to achieve this.

### **2. Listen to and respond to children and young people**

We will recognise and value the voices of children and young people in all areas of our work by listening to and responding to what they tell us. Children and young people will have the opportunity to be active participants in shaping both policy and practice as well as the future city. This will be supported by our **Voice and Influence Strategy**, which aims to give a voice to all children and young people in Manchester.

### **3. Focus on strengths and building resilience**

We will focus on children's strengths and provide them with the support to build resilience and overcome obstacles. As part of this we will celebrate our children and young people's successes and encourage them to reach their full potential. To do this we will ask children what is important to them and what is good in their lives and we will use this to help families build strengths-based networks that capitalise on both human and community assets.

### **4. Early Action**

We will intervene early through a range of universal and specialist services to ensure that every child and young person has the opportunity to thrive and succeed. A particular focus will be Early Help and providing a whole-systems, multi-agency approach, centred round the child, to tackle a range of issues.

## **Our Behaviours**

Our outcomes are supported by five key behaviours that provide a template for how partners will work together, and with families, to achieve the best for all our children and young people. These behaviours reflect the emerging Our Manchester behaviours and the ongoing conversation that it is having with Manchester residents means that these behaviours will need to adapt and change over time as we learn more from, and collaborate more with, our residents.

### **We're honest**

We recognise the need to have honest conversations with children and young people and amongst ourselves about what is working well and what could be better. We are committed to building a culture of honesty and openness across all services that work with children and young people.

### **We work together and trust each other**

Working with colleagues and partners from other organisations, including colleagues from adult services, will be key to driving change. This requires a culture of openness, trust, and sharing to ensure that best practice, skills and knowledge is shared widely. Working together will also mean a more joined-up way of working centred round the child and will involve staff feeling empowered to share information, jointly plan, and jointly deliver support.

### **We're proud and passionate about Manchester**

We are passionate about and for children and young people and we will reflect this not only in the way that we work with them but in all aspects of our service planning, commissioning, and delivery of services. This is a values-based approach that involves a relentless drive and focus on improving all areas of children and young people's lives that is underpinned by a strength-based, can-do attitude.

### **We listen**

In order to put the child at the centre of everything we do we need to understand the world from their point of view and put ourselves in their shoes. Empathy is therefore vitally important to the way that we work with children and young people. It is only through understanding what matters to them that we can support them to succeed.

### **We 'own it' and we're not afraid to try new things**

To enable us to achieve the best for, and with, our children and young people we need to think and act differently. Thinking creatively will enable us to respond to continuing challenges in new ways. This will be supported by an environment where healthy challenge and support is actively encouraged in order to make sure that we are all striving to achieve the best for Manchester's children.



## Delivery of the plan

### Achieving Success through increased resilience

One of the central ways we will achieve successful outcomes for our children and young people is by decreasing risk and increasing resilience.

We recognise that there are certain fundamental needs that every Manchester child should be able to count on. These include a safe, warm home environment; stable parenting; regular healthy meals; access to healthcare; and a family income above 60% of the national median. By identifying those in need through both our universal and specialist services we will work towards a future where all of Manchester's children have these basics met, whatever their background and wherever they live in the city.

Along with these basic needs there are also a number of resilience factors that can help a child to succeed and reach their potential, despite any problems or setbacks they may face. These are:

- Belonging e.g. having good friends, loving relationships, opportunities to socialise, pride in their neighbourhood, being able to move between – and communicate accordingly – in different environments.
- Learning e.g. having appropriate space and equipment to learn, opportunities for parents to learn how to support their child's learning, ability to have ideas and aspirations, knowing what is possible, having positive role models, recognition of – and access to – different kinds of informal learning (including through culture and sport), development of 'soft' skills.
- Coping e.g. mental toughness, ability to see the positive, ability to handle emotions and deal with problems, opportunities to be good at things, feeling valued, knowing where to get help, services recognising where children need help.

We will therefore work together as a city to put building resilience at the forefront of our work with children and young people so that they are able to lead safe, happy, healthy and successful lives.

A risk and resilience approach is a key tenet of Manchester's refreshed Family Poverty Strategy, which will be one of the central ways that we will successful outcomes for our children and young people. Alongside this there are a number of other strategic city-wide improvement programmes will also enable us to deliver our vision for children and young people.

### **Working in partnership**

Achieving our vision will only be possible through working with partners across organisational and service boundaries. The city has a sound platform to work from in this regard, both in terms of governance arrangements and integrated strategies, to work from.

Greater Manchester's local councils have a history of working together and the recent **Greater Manchester Devolution Agreement** provides increased opportunities for working together, sharing knowledge and skills, and maximising our resources and impact.

The Greater Manchester Devolution Agreement includes a commitment to implementing a new approach to integrated preventative services across Greater Manchester for children. This has been supported by the recent **GM Review of Services for Children**, which has developed innovative proposals for how whole-system reform across seven work-streams - early help and complex dependency, complex statutory safeguarding, looked after children, integrated health and care, youth offending, education, and Quality Assurance.

Within Manchester itself, work is ongoing through the **Children's Board** to drive improvement in outcomes for children and young people. The Board acts as the overall steering and coordination body, working with partners across Manchester to focus the city's efforts around the priorities and outcomes. It will also provide high level oversight of the work of the Corporate Parenting Panel and Joint Strategic Commissioning Board – specifically ensuring coherency in plans and that actions are contributing effectively to the key outcomes for the city.

Another of the central ways that we will work together in Manchester is through our **Locality Plan**. The Manchester Locality Plan sets out the five year vision for improving health and care outcomes across Manchester. It is a place based plan that reflects the shared commitment and vision of the Manchester Clinical Commissioning Groups, Manchester City Council, with the acute trusts, Central Manchester University Hospitals NHS Foundation Trust, University Hospital of South Manchester NHS Foundation Trust, Pennine Acute Hospitals Trust and Manchester Mental Health and Social Care Trust to work collaboratively.

The delivery of integrated health and social care services to the children and young people's population of Manchester will benefit residents through creating a seamless service that will provide health and social care that is co-ordinated, continuous, and person-centred and is delivered in or near to their home. With all agencies contributing to the health and wellbeing of children and families and local communities, with component parts of pathways delivered by competent teams, working collaboratively in a network that strives for quality and value.

**NHS North, Central and South Manchester Clinical Commissioning Groups** commissioning activity across the city will put the individual and family at the heart of everything they do and provide health care support at the time when most needed, offering intervention at a local level to those children, young people and families with additional and complex needs.

This will be is linked to a reduction in demand and a focus on early and earlier intervention, at the time they need it most, and prevention to enable families, children and young people to become self-sustaining and to secure improved outcomes. Where interventions are necessary these will be based on three core principles:

- Use of evidence based interventions
- Integration and co-ordination of delivery of those interventions with all other public services so that families receive the right support in the most effective sequence based on their needs
- A family approach to changing behaviours

**Voluntary and community organisations** are also vital to the success of this plan. There is a recognition of the incredible reach and expertise of the sector, evident in the over 300,500 volunteer hours contributed across the city each week. They therefore play a crucial role in providing support to children and young people in Manchester and delivering the vision set out in the plan.

## **Some of the city's key integrated strategies which will support the delivery of the Children and Young People's Plan:**

### **Looked After Children and Care Leaver's Strategy**

The Looked After Children and Care Leaver's Strategy sets out the city's ambition for ensuring that all the children in our care and those leaving care have the same life chances and outcomes that all good parents want for their own children. It has six key promises, which form a pledge for how the council will work to create the best outcomes for its looked after children and those moving on from the care system. These are:

- Positive contribution
- Staying safe and settled
- Enjoy and achieve
- Be healthy
- Achieve independence
- Personal Identity

### **Early Help Strategy**

Manchester's Early Help Strategy seeks to promote the wellbeing and resilience of families, and to ensure that children and young people are safe, healthy, aspiring and achieving. It aims to achieve this by offering Early Help as soon as possible to families who need support to and through:

- Supporting families to connect to community networks and assets
- Identifying children and young people who need extra support at the earliest opportunity
- Working together to deliver an effective local offer of support
- Delivering a whole-family approach

It is supported by a new Early Help Assessment and toolkit, which empowers practitioners to have holistic, strengths-based conversations with families.

### **Early Years New Delivery Model**

The Early Years New Delivery Model came into being in April 2015. It is an integrated model led by Health Visitors, working with Children's Centres and Education providers and GP. The model is supported in Manchester by forty neighbourhood Children's Centres that provide an integrated pathway for all children from pre-birth to 5 years of age supported by health care and early years professionals. The key components of the model are eight stages of developmental assessment, leading to a range of support including outreach for children and families identified as requiring support to achieve appropriate development and school readiness.

### **Signs of Safety**

Signs of Safety (SoS) is a solution-focused, strengths-based approach to social work practice, which seeks to create a more constructive culture where professionals and family members can engage with each other in partnership in order to collaboratively improve outcomes for children and young people.

Central to SoS is a clear and simple assessment form that asks, what are the family worried about, what is working well, and what needs to happen. This leads to a safety plan being built with the family, with safety goals and actions that address danger statements. This plan draws on a safety network including extended family, friends and professionals and involves the social worker doing the assessment jointly with the whole family, including engaging children.

### **Strategic Commissioning Plan**

The Commissioning Intentions Strategy, for services for children and families in Manchester, sets out a joint strategic plan (from the local authority, the GMPCC and the clinical commissioning groups) for children, young people and their families for 2016-2021.

The strategy, along with its embedded commissioning intentions, provides the framework for partnership / joint commissioning and also provides support for all partners in working more closely together to align commissioning activity, to deliver and performance manage effective services for children, young people and their families. The document recognises the critical importance of the Our Manchester Strategy, the strategic direction of travel indicated in the Greater Manchester Locality Plan as well the key data highlighted in the local Joint Strategic Needs Analysis for Children and Young People (JSNA).

### **Children and Young People's JSNA**

The Children and Young People's Joint Strategic Needs Assessment (JSNA) for Manchester has been produced in recognition of the fact that improving the health outcomes of children and young people in Manchester requires a multi-agency approach to the collation, analysis, presentation and publication of data, research and intelligence relating to the health and wellbeing of children, young people and their families across the city.

Having a comprehensive Children and Young People's JSNA is a way of ensuring that local strategies for addressing poor health and care outcomes in Manchester are underpinned by a strong evidence base in terms of the range and effectiveness of services to support children, young people and families in need of help, care and protection. The JSNA draws on insight from service users, and has the potential to help remove barriers to delivery and reduce duplication across partners.

### **Domestic Violence and Abuse Strategy**

Reported domestic violence and abuse is on the increase in Manchester; the number of domestic abuse incidents reported in the city increasing by 35% between April 2014 and March 2015. Domestic violence and abuse accounted for 7,367 referrals to the Contact Centre, 4,056 referrals to the MASH, 1,833 Child In Need plans, 203 Child Protection Plans and 46 children who became LAC between August 2015 and July 2016.

The newly relaunched DV&A Strategy has clear pledges on: preventing abuse; supporting people to seek help; managing safety; training and workforce development; and, adapting delivery models in response to changing need and demand. Alongside this, a co-produced suite of animation campaigns has been created, targeted at young people, and which cover: social media and dating; sexting; and, unhealthy relationships. An all age healthy schools pack for all schools to use has also been created and briefings for headteachers on how to use it will take place in October 2016. In addition to this:

- 230 Early Help Hub staff have been trained in a new curriculum for domestic violence and abuse Jan-March 2016 funded by the Community Safety Partnership
- Domestic violence and abuse interventions are part of the new commissioning framework for keyworkers in Early Help.
- Adult Safeguarding in MCC has funded three permanent staff members/commissions for domestic violence and abuse outreach workers in all three midwifery units in the city.
- In September 2016 MSCB complex safeguarding group has recommended CMT and partners fund workforce training for children's social care staff on the Safe and Together Model of holding the perpetrator to account for their actions on a plan and not the adult victim. This model aligns well with Signs of Safety and would strengthen practice.

### **Family Poverty Strategy (in development)**

The refreshed strategy will support the delivery of Our Manchester, the new Manchester Strategy 2016-2025, and specifically the ambition to create a 'progressive and equitable city'. The strategy will set out how Manchester's economy can deliver more inclusive growth which helps to lift more families out of low income. It will also set out how anchor institutions in the city can contribute fully to addressing poverty through social value programmes and poverty proofing services. The strategy also recognises that, within the lifetime of the refreshed strategy, there will still be children for whom some of these basic needs are not being met. A 'risk and resilience' model has therefore been developed, identifying the factors that can help a child to succeed and reach their potential, despite the problems they may face as a result of growing up in poverty. The strategy will look at how these resilience factors could be 'supercharged' to help mitigate against the risks associated with living in poverty.

## Achieving Success

In order to understand and measure our success Manchester is working to develop and embed an evaluation culture throughout all our services that work with children and young people. It is vital that we give ourselves opportunity to regularly stop and take stock of performance, and therefore continuous evaluation needs to take place. This will involve using data and qualitative feedback to understand current performance, benchmarking, and learning from what other local authorities and partners are doing. Working in this way will allow us to show where we are being successful and where we need to improve. To support this a meaningful Performance Management Framework will be created, which will include a range of measures drawn from partners across the city.

Evidence-based commissioning will play an important role in this through allowing us to develop and commission specialist interventions based on knowledge of what works.

Our Manchester also provides us with opportunities to trial and test new engagement, information gathering and evaluation methods. Our ongoing conversation with residents will allow us to understand and measure our success in new ways, according to what matters most to them.

Our Manchester, Our Children is not a static plan and will be continually renewed and refreshed to reflect the dynamic and changing nature of Manchester. This will take place through the Children's Board, who will hold quarterly sessions to discuss each key theme. These sessions will be run in partnership with children and young people to ensure that their voices continue to shape the plan.