

Manchester City Council Report for Information

Report to: Health and Wellbeing Board - 22 January 2014

Subject: Progress Report on Valuing Young People Strategy and Youth Engagement

Report of: Director of Children's Services and Commissioning

Summary

This report provides information and a brief summary of the Valuing Young People Strategy (VYPS) document, titled, 'Young People the Heartbeat of our City'. The second part of the report provides an update on the engagement of young people with a focus on the progress of the first year of the Manchester Youth Council.

Recommendations

Members of the Health and Wellbeing Board are asked to note contents of the report

Wards Affected:

All

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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.

Draft Valuing Young People Strategy (Version 18)

Young People's Draft version of the VYPS

Introduction

- 1.1 A report was presented to the Children and Young People Overview and Scrutiny Committee in September 2012 outlining the progress of the new Strategic approach to universal and targeted services for young people. The report describes the LA's new approach to discharging statutory obligations to secure a sufficiency and adequacy of youth provision.
- 1.2 This report provides information and a brief summary of the VYP Strategy document – 'Young People the Heartbeat of our City', which articulates the partnership commitment to young people 10 -19 (and up to 25 for young people with Learning Disabilities and care Leavers).
- 1.3 The second half of the report provides an update on the progress of our Engagement Strategy with a focus on the progress of the Manchester Youth Council.

2.0 Background

- 2.1 Recently the Government has moved the responsibility for Youth Policy from the DfE to the Cabinet Office. The rationale for this move was that the Cabinet Office was best placed to lead a cross- departmental response to 'Positive for Youth' and the delivery of the agenda for youth. The government published 'Positive for Youth' One Year On which summarises the progress of the national agenda for young people, with a real emphasis on the importance of young people's voice and volunteering opportunities. The Council's VYP strategic approach which is coming to the end of its second year is in line with Positive for Youth.
- 2.2 Responsibility within the Council for the VYP Strategy now sits with the Director of Education and Skills This ensures that the strategy is therefore well placed to influence universal services and to strengthen links with the Directorate for Neighbourhoods and Growth.
- 2.3 The current economic climate, the rise in youth unemployment and changes to the welfare system present real challenges for many of our Young People in preparing for their future and moving to social and economic independence. Therefore preparing young people for the world of work and supporting them to become economically active continues to be a top priority for MCC.

3.0 Valuing Young People Strategy

- 3.1 Last spring the VYP Board commissioned the writing of a document to set out the city's vision for young people and to outline our strategic approach to realising the vision that MCC and all partner agencies could sign up to.
- 3.2 The strategy is cross sectoral, jointly owned by MCC and partners who are responsible for making Manchester a great city for young people. Key partners include: Schools & F.E providers, Voluntary Community Sector youth providers, GMP, Health Services, parents / Carers. Young People themselves have a central role in the success of the strategy

- 3.3 The strategy paper is aspirational placing young people at the heart of the City's current and future identity. It sets out high expectations that young people will reach their full potential and develop the skills and resilience to achieve economic and social independence.
- 3.4 To support the delivery of the strategy we have identified four pillars that link with the spines of the community strategy; my life, my future, my voice, my place. Together the strands describe Manchester's universal and targeted 'Youth Offer' to young people who live, study and work in our city.
- 3.5 Section three of the document outlines the strategic approach the partnership will adopt to achieve the vision. The approach is described under five headings.

Invest – focus investment to achieve the greatest return.

Prevent and protect - ensure young people get the support and protection they need to stay safe and healthy.

Improve - continue to raise the quality and standards across universal and targeted services.

Reform - Find new and different approaches that will achieve improved outcomes.

Engage- Empower young people to be part of the solution.

- 3.6 The document then sets out how we will deliver the strategy with a focus on partnership working, skilling our workforce, using data and intelligence, building capacity, measuring impact and communicating our progress and learning.
- 3.7 A draft of the strategy has been out for consultation over the summer months. Staff from across City Council and partner agencies including the health sector, GMP, voluntary sector and the Manchester Youth Council have provided feedback and comments. A draft has also been presented to an Executive Members Policy Group, several Senior Leadership Teams and Boards including the Children's Board, Strategic Education Partnership and Children's Maternity & Neonate Clinical Board. On the whole the Strategy has been well received by our partners, who also recognise and appreciate the strategic role and leadership that MCC can play in driving the strategy forward. The final version will be signed off by the Valuing Young People's Board and the action plan and evaluation framework to monitor progress will be presented at a future board meeting.
- 3.8 The Manchester Youth Council is in the process of producing a young people's version of the strategy (see attached) which they are adopting as their own manifesto. The Young People's version has more of a focus on the contribution and role Young People can play in the delivery of the strategy, emphasising that Young People are key partners and therefore key to the success of the strategy.

3.9 Alongside the development of the VYP Strategy, we have been conducting a Youth Review: a review of our current investment in youth services to identify ways to increase the return on that investment and continue to develop the universal and targeted Youth Offer at a Neighbourhood level. The VYP Strategy has informed the Youth Review by providing a clear rationale for the co-ordination and alignment of resources across all sectors and the need to build effective partnerships that will support growth of the youth offer and improve outcomes for young people.

4.0 Valuing Young People's Strategy - Governance Arrangements

4.1 The governance arrangements has been reviewed to ensure they are fit for purpose to take the VYP Strategy forward. The Valuing Young People's Board, chaired by the Executive Member will focus on the three pillars My Life, My Voice and My Place; the Board will monitor and evaluate the impact and outcomes of the strategy. The Partnership Board is made up of all key partner agencies including the Voluntary Sector and members of the Youth Council.

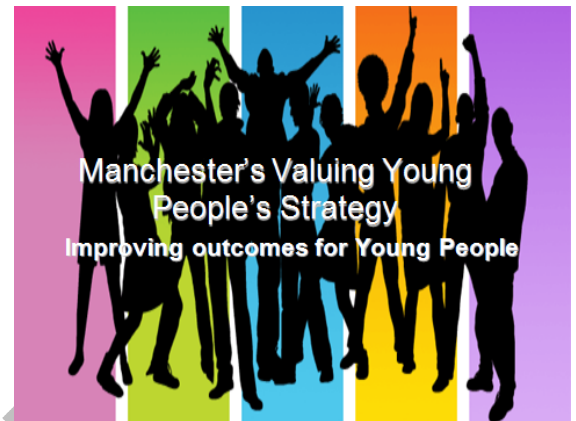
4.2 The My future pillar of the VYP Strategy will be monitored through the Work and Skills Board. My Future strand summarises a partnership approach to Youth Employment ensuring that Young People have the right skills to become economically active and the city continues to increase the number of job opportunities available to Young People.

4.3 The Youth Project Board will remain and focus on ensuring that MCC continues to improve the return on the investment it makes through the services for young people it provides or commissions. It will also oversee the recommendations from the Youth Review.

Manchester's Valuing Young People Strategy:

Young People The Heartbeat of Manchester

We want Manchester to be the very best city for young people to live and prepare for their future. The Valuing Young People (VYP) Strategy is Manchester's commitment to young people aged 10 – 19 (and up to 25 for those with a Learning Disability or Care Leavers) to support them in living a full and rewarding life. In line with Manchester's values of People, Pride and Place, this strategy recognises and promotes pride in our young people and the contribution they make to the city and the places where they live.



More than ever we need to invest in our young people to ensure they in turn invest in our city, our communities and families. To do this we have to recognise the urban environment against which we are expecting them to succeed. Many young people are growing up in poor and, disadvantaged communities, without the skills and attributes to enter the job market. This scenario is not new, however the rapid pace of change in the global economy, an ageing population and the introduction and development of new technologies present new pressures and challenges for our younger generation. It is imperative that we empower them and equip them with the skills and emotional resilience to thrive in an uncertain world and protect and safe guard them from exploitation and unnecessary risk.

We must bring hope and real opportunities for our young people to achieve economic and social independence. At a time when both the public and voluntary sectors are facing ever deeper cuts we need a clear vision and call to action to create new partnerships that will result in a greater return on our investment and the delivery of high quality services and better outcomes for all our young people.

Our approach is in line with National policy 'Positive for Youth' the Government cross departmental vision for young people led by the Cabinet Office. Positive for Youth highlights how young people can realise their potential through: supportive relationships, strong ambitions and good opportunities.

The VYP Strategy is Manchester's cross sectoral strategy, jointly owned by MCC and partners who are responsible for making Manchester a great city for young people. Key partners include: Schools & F.E providers, VCS youth providers, GMP, Health Services, parents / Carers.

Young People themselves have a central role in the success of the strategy and the Manchester Youth Council is working on a young people's version that will outline expectations of young people.

Our aspiration for young people is presented and articulated through the four pillars of the strategy; My Life, My Future, My Voice and My Place. Together these pillars contribute to the three spines of Manchester City Council's community strategy:

1. Reaching full potential in education and employment
2. Individual and collective self-esteem – mutual respect
3. Neighbourhoods of choice

This document is divided into four sections. Section one states our vision, strategic objectives and principles underpinning the strategy. Section two describes our aspirations for Manchester's young people through the four pillars. Section three outlines the strategy we are going to adopt to achieve our vision and finally section four details our priorities for the next two years

Vision

Every young person will have the opportunity to achieve their full potential and benefit from the economic prosperity of the city. They will contribute to, and benefit from, supportive and dynamic neighbourhoods. Valuing Young People is the city's aspiration to place the voice, and citizenship of young people at the heart of the city's current and future identity.

Valuing Young People identifies the principles and objectives through which the city can realise its vision, recognising that young people are the future of Manchester, economically, socially and culturally: they will come to define our city, and its relationship with the wider world.

Strategic Objectives

Young people will:

- make a positive contribution to Manchester as active citizens;
- contribute to their communities across the city;
- contribute directly to decisions that affect them;
- feel safe and secure;
- receive an excellent education, achieve their potential and access to pathways into further and higher education, training or employment;
- have information, advice and guidance to improve economic well-being and independence, with a particular focus on those who are vulnerable;
- have access to high quality and sufficient cultural, leisure and recreational activities in their neighbourhoods;
- have access to high quality specialist and targeted support services when and where they need them

Success will be.....

When we have all our young people with the skills, aspirations and resilience to enter and remain in education, training and employment, progressing towards social and economic independence.

Key Principles

Partnership - This strategy is a true partnership, to be realised by all those who commission and deliver services, work face to face with young people and young people themselves.

Rights and Responsibilities – All partners including young people understand their rights and responsibilities.

Empowerment – Young people need to be empowered to have their say and influence decisions that impact on their lives.

Support - We recognise the vulnerability of some of our young people and the barriers they face. We will ensure that additional help and support is available to these young people, that services provided are accessible, high quality, outcome focussed and appropriate.

Safety - It is our collective responsibility to ensure that all our young people are safe in our city, its neighbourhoods, homes and services

Equality - We will work to make sure that all universal and mainstream services are accessible to all young people and that everyone receives the same quality of service.

Diversity - we will celebrate diversity and choice and strongly challenge inequality and discrimination.

Communication – we will communicate in a way that respects young people, enabling them to engage with the knowledge they will be listened to .

Section Two – the four pillars.

The four pillars focus on different aspects of a young persons life and describe our aspiration and commitment to improve the outcomes in each of these areas.

Pillars	Description	Activities
My Life	Communities that cater for the needs of young people.	<ul style="list-style-type: none"> • Universal Offer with targeted support • Safe and exciting neighbourhoods • Extra support when needed
My Future	Pathways towards economic independence.	<ul style="list-style-type: none"> • Information advice and guidance • Participation in education, employment and training • Employability skills
My Voice	Influencing and informing decisions that matter.	<ul style="list-style-type: none"> • Democratic decision –making • Campaigning for change • Shaping services for young people
My Place	Belonging and having pride in Manchester	<ul style="list-style-type: none"> • Challenging negative perceptions • Volunteering opportunities • Intergenerational projects.

My Life

“an approach based on local partnership is the best way to provide young people with more opportunities and better support, looking across and beyond public funding and drawing on the resources of communities, charities and other voluntary groups, and local businesses.....”

(DFE Positive for Youth, 2010, p63).

My Life - Universal Services with targeted support

We believe that young people need places to go to meet their friends, to participate in leisure, sporting and cultural activities and to develop the knowledge, skills and attitudes that will help them prepare for their future. Young people deserve to grow up in communities that are safe, caring and protective, yet encourage them to take risks, and build the resilience and confidence to successfully navigate their transition to adulthood.

There is a high volume of enrichment activities and projects happening across the city for young people; these include extra curricular classes at schools and colleges, sports and cultural projects and clubs, and open access youth provision in the evenings, weekends and holidays. We describe this broad programme of activities catering for young people the Manchester **universal ‘Youth Offer’**. These activities are delivered by a wide range of partners including, the City Council, Health Service Providers, Schools, Colleges, Voluntary, Community, Uniformed and Faith organisations, Registered Social Landlords and the commercial sector.

Young people tell us that many of these activities are fun and cater for their needs; however they also tell us that they don’t know what is on offer, there isn’t enough for them to do and what there is doesn’t always happen at the right time, in the right place. Building on this feedback we plan to further develop and publicise the universal ‘youth offer’ in every neighbourhood area across the city.

Since the disestablishment of the City Council Youth Service in 2011, youth work across Manchester has been delivered predominantly by voluntary, community and faith sector (VCFS) organisations in the city. Thus the City Council commissions open access youth work from VCFS organisations that deliver in some of our most deprived wards. As well as providing a safe place for young people to meet and have fun, youth work plays a key role in helping adolescents to develop skills, confidence and resilience which can improve their life chances and transition to adult life and enable them to engage meaningfully with their communities and wider society.

Given the impact of reductions in funding and commissioning is having on smaller organizations, we should therefore be looking at different ways to work in partnership to build and sustain the capacity of our voluntary sector youth work.

We will also ensure that young people can access our high quality and world class facilities, including our sport venues, art galleries, theatres, music venues and libraries. The City Council has a clear role in working with partner agencies to

increase the numbers of young people from the most deprived wards accessing this provision by reducing the barriers to participation.

As well as accessing enrichment activities we will support young people to access the information they need to make informed lifestyle choices and decisions to enable them to stay safe and be active and healthy. Young people will inform and lead the way in shaping how we use technology and digital platforms to provide information that is accessible and relevant to all young people.

Targeted Support

Many young people in Manchester face social and economic deprivation and inequality that can have a lasting impact on their life chances. We also have a significant number of disabled young people with specific needs that are often isolated from their peer group.

These groups of vulnerable young people need additional support to overcome the barriers of disadvantage to ensure they can fully participate, achieve positive outcomes and realise their potential. To do this we need to work towards more inclusive and integrated, universal services, that reduce the risk of our most vulnerable and disabled young people becoming socially excluded or marginalised.

Our Early Help offer (prevention strategy) outlines what we are going to do when young people show the first signs that they need support. Our approach is based on reducing risk and building resilience by ensuring that the key factors that young people need are in their lives, these include:-

- A positive relationship with a significant other.
- Good literacy and communication skills.
- Good attendance at Schools and Colleges.
- Living in families where parents / carers work.

Open access youth work, delivered by locally embedded projects, is often the first place issues are identified for and with young people. This is down to the long-term nature of these projects and their keen awareness of local and social issues affecting those they work with. Youth workers work creatively with young people to manage those issues before statutory agencies become aware of them. As such they are often the place of positive early intervention and support for the most vulnerable of young people within local areas. Where needed they can signpost and support young people to access other targeted support, providing sustained emotional and practical support for young people which provides added value to the targeted interventions.

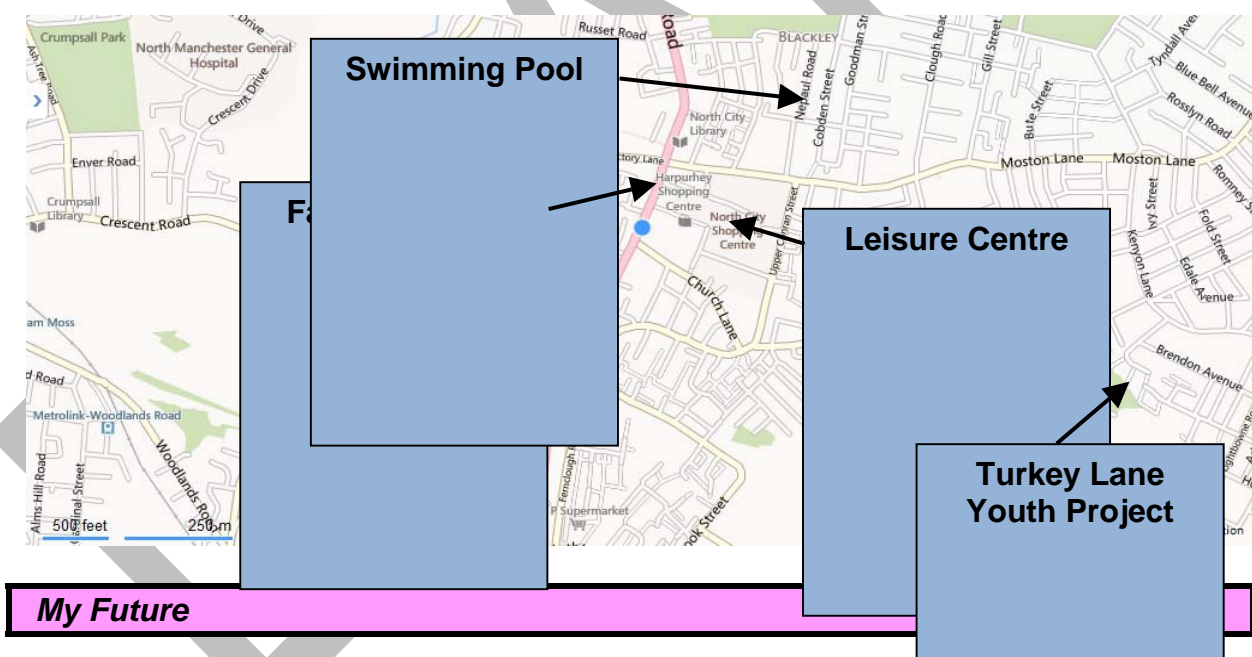
We have high expectations that our front line work force will empower all young people with support needs to request a CAF (Common Assessment Framework) to identify the help they need and where appropriate take on the lead professional role to co-ordinate services and monitor an agreed plan. Staff should also support young people with Special Educational Needs/disabilities to ensure their views are at the heart of their individual Education, Health and Care Plans* and to make sure their entitlements and needs are fully met.

We also recognise that a small number of young people, including disabled young people may need more targeted or specialist support to stay safe, participate and re-engage with mainstream services especially at transitional points of their lives. We take seriously the safeguarding risks faced by our most vulnerable young people and the need to protect them from those who will exploit their vulnerability.

We believe that young people should be able to access and move between different types of services according to their needs and circumstances. Adolescence can be a challenging and turbulent time for some young people and they require high quality services with skilled and committed staff who understand and can support young people through this transitional phase.

We also recognise that young people may choose to meet with other young people who share the same interest and/or identity, for example young carers, Lesbian, Gay, Bisexual and Transgender young people and disabled young people. We respect and support these choices and work closely with these groups to understand any issues that prevent them from accessing our universal open access provision or achieving their full potential.

* Education Health and Care Plans are due to replace Statements of Special Educational Needs and Learning Difficulty Assessments from September 2014



“Addressing this issue, (NEET), is of paramount importance to young people, to society and to our economy. Young people who are currently not participating are more likely than their peers to have low skills, to go on to be unemployed in the future, to earn less and to suffer from poor health or depression, which can have an impact well into adult life”.
(Building Engagement, Building Futures, DWP p5.)

My Future

The *My Future* strand has a focus on the economic independence of young people and outlines our plan in supporting them to become the world class, skilled, independent, innovative and creative citizens we will need if we are to sustain our position as a World Class City.

Equipping young people with the right qualifications, skills and attributes is a top priority for the Manchester Community Strategy ensuring that all young people are enabled and supported to reach their full potential, become economically active and share the benefits of our economic growth.

Manchester's performance in relation to youth employment is good and improving, we have seen a significant reduction in our NEET figures over the last 5 years, apprenticeships are on the rise and we have seen a steady improvement in both level 2 and level 3 qualifications at 19. However in July 2013 the numbers of young people, 18 – 24 years old claiming Job Seekers Allowance (JSA) was recorded as 24.5% of our total JSA claimant count which equates to 4,870 young people. The lasting impact that being unemployed can have on young people, their families and communities is well documented. Youth worklessness in our city is not new or linked to the last recession, there are long term skill issues that we need to address.

Preparing young people for the world of work and to broaden horizons and realise aspirations is essential. This begins at an early age; Schools, Colleges, youth support services, parents/carers and employers have a critical role in preparing them for the world of work and ensuring they have the information advice and guidance, employability skills, resilience and independent learning skills they will need. They, like no generation before, will face a complex and ever changing landscape as they look to make positive choices about their future.

Increasingly Manchester young people are opting to continue in full- time education, the majority of students progressing onto level 3 academic and vocational courses. We will work with our Post 16 education and training providers and employers to ensure that pathways lead to jobs of the future

Raising of the Participation Age provides us with new opportunities and challenges. We will implement a zero tolerance to non-participation, with a clear expectation that all of our young people participate in education, training or employment. We will ensure that all key stakeholders including parents/carers, Schools and Colleges work in partnership to achieve full participation.

There is a significant number of young people who are at risk of non RPA compliance or who are NEET in Manchester. We will work with this target group to reduce the barriers to participation and ensure that they engage in activities that make them work ready.

Young people with disabilities are currently under represented in the labour market and higher education. We will work to improve access to employment and higher education for disabled young people. For those who require the greatest support we will make sure that they have opportunities to achieve independence and make a meaningful participatory contribution to our city.

The Connexions service has been commissioned and re-focused to provide one to one intensive support and mentoring to those young people who are most of risk of not continuing to participate in Education Employment and Training post 16. Connexions staff will work closely with those services working with vulnerable young people and their families.

As well as focusing on the engagement of young people we will also continue to increase the engagement of employers through the creation of jobs , apprenticeships, traineeships, work experience and mentoring. We will create and develop platforms for leaders in education and training to meet with employers and young people to shape and influence our thinking to ensure we keep in touch with changes in the labour market.



My Voice

"You have the right to give your opinion, and for adults to listen and take it seriously." "You have the right to find out things and share what you think with others" (The United Nations Conventions on the Rights of a Child, Articles 13 & 14,)

The third pillar has a focus on young people having a voice in their city and their participation and engagement in decisions that impact on their lives and the communities in which they live. The City Council and partners have made a real commitment to listening to young people and acting on what they hear with the firm belief that they are a part of the solution, and can make a valuable contribution to their city.

The City Council is developing democratic structures through the Manchester Youth Council at both a neighbourhood and city wide level to enable young people to represent the views of their peers. The youth council is fully constituted and linked to local, regional and national structures enabling young people to have real influence and decision –





making powers. In addition to learning about and using more formal democratic processes, the Youth Council is being encouraged to test out new and more informal ways of communicating and engaging young people in consultations, campaigns and decision-making, including include the use of digital media and social networking.

The Youth Council draws its membership from five Local Youth Panels, High School and College Councils and City-Wide Forums that include the Care 2 Change Council, Young Carer's Forum and the Coalition for Disabled Young People. These young people led forums aim to improve services, raise standards and improve outcomes for the young people they represent.

Education settings also have a critical role to play in introducing children and young people to representative and democratic structures through their school and college councils. Often this provides a valuable learning experience for students to practice skills of democracy and active citizenship as well as influencing all aspects of school life.

Health and Greater Manchester Police have also developed structures and forums to capture the views of young people that inform their policies, plans and the way they deliver services to young people.

MCC and partner agencies are also increasing the range of opportunities for vulnerable, under represented and often less vocal groups of young people to have their say. A significant minority of young people also rely on advocacy services to represent their views, including young people with severe and complex disabilities or Looked after Children. We need to ensure that these services are sufficiently independent to effectively advocate on behalf of young people and where necessary challenge the barriers that prevent them reaching their full potential. We are also looking at ways we can use technology to promote self- advocacy with disabled young people to ensure they have a central part to play in their individual plans and reviews.

Apart from providing opportunities for young people to raise issues and concerns that are important to them we also need to embed the voice of young service users into the life of services for young people. We believe that we will improve outcomes and raise the standards if young people are actively involved in the design, review and evaluation of the services they receive. We will have a high expectation that MCC and partner agencies are using appropriate management tools including engagement standards, service users satisfaction questionnaires and review of case planning to ensure that the voice of young people is routinely captured and acted upon with a an evidence trail to monitor and measure impact.

There are also times when MCC and our partners wish to consult or seek the views of young people often related to changes in policies, plans or new developments. We need to ensure that appropriate methods of consultation are used to engage young

people in a meaningful way and the outcomes from the consultation communicated and their contribution and efforts rewarded.

As MCC moves from being a provider to commissioner of services we are creating opportunities for young people to have an active role in a range of activities to inform and influence our commissioning plans and processes. As well as playing an active part in the procurement of services we are also looking at developing effective ways young people can contribute to the scrutiny and quality assurance of services including young people led inspection teams and mystery shopper activities.

My Place

“Working together we can make changes to ensure that Manchester is a place where anyone would choose to live.....”

(The Manchester Way: Manchester Community Strategy 2006-2015).

My Place describes what we are doing to ensure that young people feel that they belong to our city and that their contribution is recognised, valued and celebrated. It is our aspiration to make Manchester a great city for young people to live and prepare for their future and to engender in them a real sense of pride and belonging. To do this we will ensure our city and neighbourhoods are young people-friendly and that our young citizens will be respected and catered for.

We need to challenge the negative perceptions and stereotypes that adults often have of young people that can be harmful and perpetuate a sense of fear by older people and injustice and alienation by younger people.

We will do this by challenging misconceptions, promoting positive images, and celebrating young people's contributions and successes. We need to ensure that young people have opportunities to shine and make a positive contribution. We will increase the number of volunteering opportunities available and look to improve the way we help young people build and develop their skills and attributes, ensuring their efforts are rewarded.

The Duke of Edinburgh Award programme has been expanded and is making a significant contribution to the city through the volunteering elements of the award. From September 11 to February 2013, a minimum of 33,262 volunteering hours have been completed within Manchester groups and organisations.

As well as challenging adults' negative perceptions we also need to have high expectations of our young people to behave in ways that do not reinforce negative stereotypes of themselves or their peers. We need to work with the Police and other partners to find the right ways to challenge young people when their behaviour is violent, threatening or disrespectful. We are having real success in this area, the numbers of young people involved in anti social behaviour or entering the criminal justice system is on the decrease. To maintain these trends families, communities and frontline workers have an important role in helping young people to understand their rights and responsibilities and the consequences of their actions. Recently we

have seen an increase in awareness of criminal acts that impacts on the safety of young people, including child sexual exploitation and cyber bullying and again, we need to be proactive in helping young people stay safe.

Reclaim, a local Voluntary Sector Organisation with support from MCC following the Manchester disturbances wanted to challenge the negative perceptions of young people and created a website to post positive stories of Manchester young residents. This website is now available for organisations, partners and young people themselves to send in their stories. There are currently 40+ good news stories posted on-line

Diversity is a major factor in Manchester being a great city. We need to celebrate that diversity, helping young people to develop their own identity in the knowledge that they will be treated equally and with respect. Young people need to have confidence and to observe adults making a clear stand against all forms of discrimination.

Our work in this area fits in with the City Council's three equality priorities:

- tackling discrimination and equalities
- narrowing the gap
- celebrating diversity.

Section Three - Our Strategy

This section outlines our strategic approach to achieving our vision. There are five strands to our strategy: invest; prevent & protect; improve; reform; and engage.

Invest

Strategy : *focus investment to achieve the greatest return.*

- Ensure all young people are attending, achieving and progressing in a good or outstanding schools and continue to participate and progress in education or training until their 18th birthday.
- Increase the numbers of young people with the right skills and attributes to enter the job market.
- Increase the number of job opportunities for young people and the numbers of young people who are work ready.
- Build and expand the universal 'Youth Offer' in all neighbourhoods and reduce the barriers to participation.
- Ensure that investment is weighted towards vulnerable young people to accelerate the narrowing / closing of the gap.
- Design and deliver campaigns to challenge negative perceptions of young people and promote community cohesion, pride and belonging.

1. Prevent (Early Help) and Protect.

Strategy: ensure young people get the support and protection they need to stay safe and healthy.

- Ensure we continually assess the risks associated with young people's lifestyle and put in place appropriate safe guarding measures.
- Enable young people to take responsibility for their own well-being and support them in making informed choices that keep them safe and healthy.
- Increase the numbers of young people who have the **resilience** to become socially and economically independent.
- Reduce the barriers to participation including challenging a culture of low engagement and low aspirations.
- Continue to move towards delivering our targeted support offer to those 'at risk' young people in our universal services.
- Ensure those young people not engaged in education or training are identified quickly and supported to re-engage and that their destination and progress is tracked.
- Provide appropriate levels of support for vulnerable young people at key transitional points of their development, including transition to adult services.

2. Improve

Strategy: Continue to raise standards and improve outcomes for young people.

- To develop more effective monitoring and quality assurance frameworks that improves performance.
- To develop ways to improve the quality and effectiveness of support services to young people.
- Encourage service providers to embed a culture of self-improvement and peer review into their organisations.
- Improve the quality of governance and levels of accountability across young people's services

3. Reform

Strategy: Find new and different ideas to transform the way we do things.

- Develop new and different ways of delivering services that are more efficient, better value and achieve better outcomes for young people.
- Adopt a neighbourhood focus that enables young people to prosper from the regeneration and economic growth of local communities.
- Develop a more integrated, co-ordinated and sequenced approach to service delivery that targets resources to increase independency and reduce dependency.
- Build new innovative and sustainable business models through the co-ordination and alignment of resources that will achieve a better return and improved outcomes.
- Develop new and more efficient commissioning processes.
- Use digital technology to publicise and market the 'Offer', provide an online information service and create platforms for dialogue and communication for young people to use

4. Engage

Strategy: To ensure young people are part of the solution.

- Develop mechanisms and structures that young people can actively participate in the decisions that impact on their lives and the communities in which they live.
- Increase the numbers of young people engaged in service improvement and commissioning activity.
- Increase the number of volunteering opportunities for young people to make positive contributions as active citizens.
- Educate young people about their rights and responsibilities and the consequences of their actions.
- Have high expectations that young people will engage and participate in their learning and enrichment activities.
- Develop new ways to engage and communicate with young people using digital technology and social networks.
- Work with young people to identify ways they can actively support the delivery of the VYP strategy.

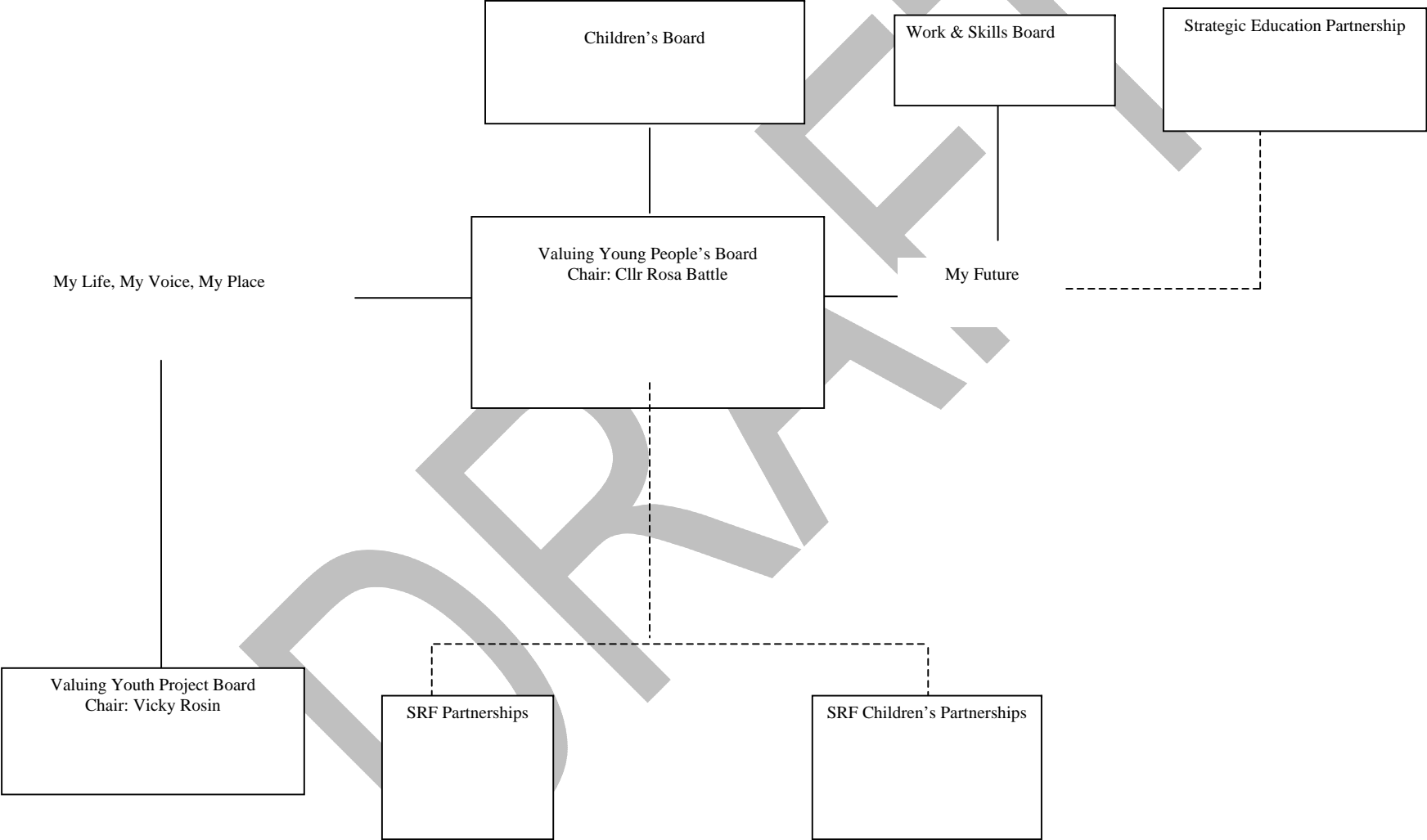
We will achieve our plan by:

1. Working with a wide range of partners including young people.
2. Skilling up our workforce.
3. Using data, research and intelligence to target resources where they are most needed and monitor progress.
4. Building the capacity of those organisations that are achieving good outcomes and have the ability to do more.
5. Develop a robust evaluation framework to measure impact, outcomes and return on investment.
6. Communicating our progress, successes and learning.

The Valuing Young People Board

The VYP Board made up of senior representatives from MCC and our partner agencies and chaired by the Exec Member for Youth will performance manage and review the progress of the strategy. The Board will report in to the Children's Board. (see governance arrangements below)

Governance Arrangements



Measuring progress of the Strategy

We will measure our progress by using a data ‘dashboard’ of key performance indicators.

We believe these indicators will enable us to monitor the degree to which Manchester is a city that values its young people. These indicators are underpinned by comprehensive data used to monitor specific areas of work and can be drawn into the dashboard as necessary.

My Life:	Youth Fund Commissioned projects – outputs and outcomes. Numbers accessing our Community and Cultural Services Number of disabled young people accessing short breaks Number of Youth Fund organisations reaching Youth Work Standards
My Future	NEET data Participation Data Numbers achieving Level 2 & 3 at 19 Numbers of young people entering apprenticeships 16-19
My Voice	Numbers of young people taking part in MYC structures Numbers of organisations affiliated to the MYC Uptake of Engagement standard
My Place	Numbers of young people volunteering Numbers of organisations offering volunteering opportunities to young people Anti social behaviour data.

Appendices

1. Key Partners

- All projects funded by the Youth Fund
- NHS/Public Health Manchester
- Greater Manchester Police
- Schools and colleges
- Voluntary Youth Manchester
- Manchester Faith Network
- The Manchester College
- Greater Manchester Passenger Transport Executive
- Manchester City Council Community and Cultural Services, Children's and Partnerships
- Youth United
- North West Regional Youth Work Unit
- Greater Manchester Youth Network
- Registered Social Landlords
- Connexions Manchester

Links to other Strategies

