

**Manchester Health and Wellbeing Board  
Report for Resolution**

**Report to:** Manchester Health and Wellbeing Board – 4 July 2018

**Subject:** Children’s Board Annual Report 2017-18

**Report of:** Paul Marshall, Strategic Director of Children & Education Services

**Summary**

This report provides a short introduction to the Annual Report of the Children & Young People’s Partnership Board, the Children’s Board; which is included in full as Appendix A.

**Recommendations**

Health and Wellbeing Board members via the respective roles and responsibilities are asked to:

1. Consider the content of the Children’s Board Annual Report and support the delivery of the following priority areas:
  - Embedding early help & prevention activities across the partnership
  - Embedding the Early Years New Delivery Model
  - Promoting the continued progress of increased integration of children’s health, education and social care services
  - Raising the profile of and ensuring the effective representation of the voice of the child in decision making
2. Request a progress report in due course.

**Board Priority(s) Addressed:**

<b>Health and Wellbeing Strategy priority</b>	<b>Summary of contribution to the strategy</b>
Getting the youngest people in our communities off to the best start	The Children’s Board is the lead partnership body for the delivery of the City’s Early Years and Early Help strategies. Ensuring effective support and scrutiny of the Board against its priorities is pivotal to the delivery of this outcome
Improving people’s mental health and wellbeing	The Children’s Board leads in the City for the delivery of improving holistic health and wellbeing outcomes for children & young people.
Bringing people into employment and ensuring good work for all	The key strategies and responsibilities of the Children’s Board are key to ensuring young people get the best start in life and

	are given the opportunity they need to be ready for the workplace
Enabling people to keep well and live independently as they grow older	The key strategies and responsibilities of the Children's Board are key to ensuring young people get the best start in life and are given the opportunity they need to be successful adults
Turning round the lives of troubled families as part of the Confident and Achieving Manchester programme	The City's Early Help Strategy is led by the Children's Board, building on the Troubled Families initiative to mainstream effective early intervention and support for families in need
One health and care system – right care, right place, right time	The Board is working to develop the partnership vision for an integrated health and social care system for children.
Self-care	The Children's Board leads a number of key strategies which will deliver resilience and capacity in the children and young people of Manchester to self-care throughout their lives ahead.

**Lead board member: Paul Marshall, Strategic Director of Children's Services & Education**

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

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

Our Manchester, Our Children - Manchester's Children and Young People Plan 2016 - 2020

## Introduction

1. The Citywide partnership of services for children and young people meets as the Children's Board on a bi-monthly basis, and is constituted of representatives from across all public sector agencies and the third sector. The Board is the accountable body for the delivery of the Children and Young People's Plan, The Plan - 'Our Manchester, Our Children.'
2. In addition to the delivery of the Plan the Board is accountable for a number of key strategies, including amongst others, the Early Help Strategy, the Early Years Strategy and the Young People's Voice and Engagement Strategy, 'Our City, Our Say.'
3. In Appendix A is the Annual Report 2017-18 of the Children's Board, which highlights the activity and the development of the Board over the last 12 months to April 2018; and the future priorities for the next 12 months.
4. The major development activity over the last 12 months has been undertaken to move the Board into a stronger more cohesive position as a partnership, working together as systems leaders to develop and embed the Our Manchester principles and behaviours and those of Our Manchester, Our Children across the strategic level and into single organisations. The success of this activity has been credited in the recent inspections of multi-agency activity by the Care Quality Commission, Ofsted and others.
5. But there is considerable work still to do to deliver the outcomes for children, young people and families, to ensure stability, resilience and access to opportunity, and that all our young citizens go on to live, safe, happy, healthy and successful adult lives.
6. Most importantly the Children's Board within its governance arrangement requests the Health & Wellbeing Board to promote and support a number of key areas, highlighted as priorities for the next 12 months in the Annual Report:
  - Supporting the development and embedding of early help and prevention across services. In order to deliver the best start in life and to reduce complexity before it becomes entrenched, we need the whole public sector and beyond to help us to reinvigorate the principles of early help, adopt a whole family and indeed a whole community approach and to drive and champion this approach across the City.
  - Manchester has led the way in innovation around models of delivery for the first 0-5 years of our children's lives, and already we are seeing some strong signs of the positive effect of the Early Years New Delivery Model. However, the gap between outcomes for our young people and those nationally is remaining stubbornly consistent. We need to see the model fully embedded and performing at all stages of the child's early life if we are to ensure our young people are given everything they need to be successful.

- Critical to both the improvement of our approach to early help and early years; and fundamental to delivering improved outcomes for all our young people is the successful and sustainable future of integrated health, education and social care services; leading services at a local level.
- Lastly, but most importantly we need to ensure that we are taking decisions to build the City and services that our young people want and this means we must improve on how we hear, reflect on and serve the voice and influence of children and young people. Over the next 12 months the Children's Board would both challenge and seek to be challenged by the Health & Wellbeing Board to evidence both of their engagement with children and young people, and essentially the real impact of that engagement on decisions that affect young people.

# Manchester Children's Board Annual Report 2017-18

Dated: May 2018

## **1. Introduction**

- 1.1 Manchester's Children's Board launched the Children & Young People's Plan 2016-20 - '[Our Manchester, Our Children](#)' in late 2016. The plan which seeks to contribute to the delivery of the 'Our Manchester Strategy' articulates our collective vision for children across the City.
- 1.2 The development of the 'Our Manchester, Our children' Plan included consultation with young people and families in the City. It defines the four key priorities that the people of Manchester most wanted us to focus on; building a safe, happy, healthy and successful future for children and young people.
- 1.3 The Children's Board is the accountable partnership body for the delivery of the Plan. Alongside its continued oversight of key strategies and programmes, throughout 2017-18 the Children's Board has held a series of thematic workshops and engagement sessions with partners and most importantly with children and young people which were focussed on the aforementioned 4 priorities.
- 1.4 This first 12 months of the Children's Board has been a transitional period and a journey of 'rediscovery' for everyone involved. Embracing the ethnographic principles of the Our Manchester approach, helping to build better lives by:
  - Listening and responding
  - Recognising strengths in individuals and communities; and
  - The importance of working together, with each other and our communities.
- 1.5 The culmination of this learning journey and transition was recognition from the Care Quality Commission and inspection of multi-agency children's services that the partnership is now showing increasingly strong leadership, governance and management. The importance of this aspects of the partnership cannot be understated as we embark on tackling the challenges faced by the public sector and the communities we serve. Particularly in light of legislative change, increasing complexity of family life and diminishing resources. The Children's Board through joint working, integration and reform is now better placed to respond to these challenges, drive further cross-partnership improvement and deliver ultimately excellent outcomes for all children, young people and families across Manchester.

## **2. How the Board has developed in the past 12 months**

- 2.1 Over the past 12 months considerable attention has turned towards repurposing and focussing the Board. With a new Terms of Reference and membership, the Children's Board now provides overall leadership to shape and influence the delivery of the Children and Young People Plan. It models shared ownership of activity and issues for improving outcomes. The Board has refined its attention purposefully to reduce duplication with other governance functions and partnership boards. Freeing itself to focus on the

holistic outcomes and key priority themes. The latter are the focus of the Board's thematic sessions that are led by a board member and considers one of the areas of 'Safe, Happy, Healthy and Successful' within the context of the 21 priority actions contained therein.

- 2.2 The Our Manchester vision, principles and behaviours are embedded in the strategy and amongst children's services strategic partners. The Children and Young People's Plan has brought the partnership together around a cohesive vision both for the outcomes that the partnership is seeking to achieve; and an approach to joint working, to defining shared solutions to individual strategic and service issues; to transparency, performance and to new forms of shared governance and delivery.
- 2.3 This has been exemplified in the coordinated delivery of a number of key strategies and responsibilities; and the exploration of new ways of working and evidence based approaches, to be delivered collaboratively. The principles, behaviours and priorities set out in the Plan have helped shape a number of sub-strategies and plans that turn the strategy into practice; these include the Promise (the development of which heavily aligns with the Our Manchester approach, even if it does not explicitly mention Our Manchester), the Young Carers Strategy, the Early Help Strategy, subject to a current refresh, and Our City, Our Say - the strategy for engagement and development of the young person's voice. In addition, the Board has been an active participant in the development of the new Manchester Inter Board Protocol; which cements the strategic relationship between the Manchester Safeguarding Children's Board, the Health & Wellbeing Board and the Community Safety Partnership.

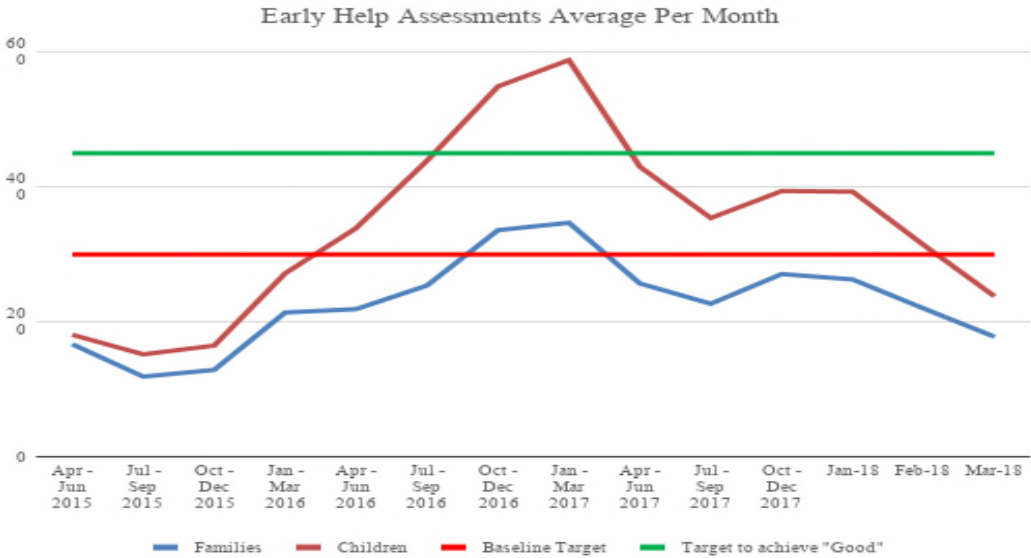
### **3. Key Strategies - Update**

- 3.1 The Children's Board has oversight and lead responsibility for the delivery of a number of strategies for the City:

#### **Early Help**

- 3.2 The City's Early Help system was reviewed and refreshed in 2014/15; to deliver the Early Help Strategy. The Children's Board retains oversight of this strategy seeking regular progress and performance reporting against the key metrics and milestones. In addition, to agreeing any additional priority/developments to ensure continuous improvement. The Early Help Strategy is in the final stages of a refresh; which will celebrate our successes and emerging challenges and will be launched in September 2018.
- 3.3 To date the majority of reporting and evidence of early help activity is drawn largely from the interventions delivered by the City Council's Multi-Agency Early Help Hubs. As a partnership we recognise there is likely to be a considerable early help activity takes place elsewhere, particularly in our schools and a priority for the Board in future is to develop the mechanisms to record, understand and analyse that wealth of work that takes place outside of the Early Help Hubs.

3.4 A further area of exploration for the Children’s Board is the limited number of Early Help Assessments that support a referral to Children’s Social Care at 9.4% (April 2018). This coincides with the overall reduction in the registration of Early Help Assessments across the City.



3.5 Notwithstanding the reduction in the registration of Early Help Assessments an evaluation of the Early Help Service indicates a clear and distinct positive improvement in outcomes for children, young people and families. For example:

- Of the 36% of families with a Child in Need (CiN) in the family, 81% of cases were successfully de-escalated by 12 months after intervention. Beyond 12 months, 14% of the families that improved saw CIN status return.
- Of the 32% of families where persistent absence from school was an issue, 76% had these issues resolved in the period 12 months after intervention; 16% of those who improved experienced persistent absence again beyond 12 months.
- Of the 62% of families with reported mental health issues, 64% have improved these issues (as measured by key worker assessments).

3.6 In light of the ever presence of children requiring help from targeted and specialist service, the Early Help Strategy refresh seeks to understand what sits behind the reduction in the registration of Early Help Assessments; with the objective of re-invigorating the system. More immediately a major focus of the locality hubs continues to be on developing relationships, conversations and understanding about early help and the offer available in their area. Considerable work has been undertaken in the past year, particularly with hospitals and the acute sector, the primary Pupil Referral Unit and schools in general.



## Early Years

- 3.7 The Children's Board and City continues to be at the forefront of national innovation in delivery of early years provision, through the Early Years Delivery Model (EYDM). The EYDM is an integrated pathway for all children from pre-birth to 5 years of age, in partnership with health care and early years professionals. The model promotes early identification and intervention for children through an 8 stage assessment model. The model was launched across the City in April 2015 and there is still much work to do to ensure all children are taking up services available. For example a recent report delivered to the Board noted that performance around the completion of the 6-8 week developmental checks averages at 87%, whereas the completion rate for the 9 month and 2 year checks are 65% and 60% respectively.
- 3.8 Many of the outcomes associated with the model, as with Early Help interventions, are long-term and should become more evident in the system over the coming years as the first groups of children transition into school and beyond. However, the model is tracking a range of Key Performance Indicators, the most relevant example of which that is already providing evidence of the impact of the model is a three year upward trend in the percentage of children reaching a good level of development in the Early Years Foundation Stage - from 60.9% in 2015 to 66% in 2017.
- 3.9 The Children's Board is continuing to challenge and support embedding the model across the system. Importantly through the scrutiny of performance it is, in the next 12 months, looking to explore transformative and innovative approaches to closing the gap between local and national performance. This will involve more local leadership of services and better place based integration. The gap has narrowed slightly from 5.4% to 4.7% over the last three years, as a consequence of the improved model, but needs to continue to narrow and be accelerated, to ensure we are giving Manchester's Children the best start in life.

## Our City, Our Say

- 3.10 'Our City, Our Say' (OCOS) is Manchester's children and youth engagement strategy. Its vision is to strengthen the voice and influence of the City's children and young people from 2 – 19 years old (up to 25 for young disabled people and care leavers). It presents a more collaborative and consistent approach to how the partnership engages and encourages full participation of children and young people. The strategy was developed in April 2017 and in its first year has driven a new and exciting model and approach for engagement and participation of young people. There is more to do to build on this work to drive this approach for engagement and participation further down, and more consistently with our primary aged children. Drawing on a wider range of practices and evidence already in schools and available in current educational research to develop the voice of children and young people from early years upwards, and especially in support of our work to deliver the best possible transition from primary to secondary for our young people. This is always a difficult time for children & young people, and we need to listen,

understand and work with them to develop our partnerships better to meet their needs.

- 3.11 Under the auspices of the strategy Manchester's first Youth Buzz Awards took place on 3rd November 2017 with 220 guests attending from a range of schools, colleges, youth groups and other partner organisations. A total of 13 awards were given out on the night which recognised the individual and group achievements of young people from across the City including 3 special recognition awards relating to the City's recovery after MEN Arena attack in May 2017. 10 partner organisations provided sponsorship for the awards bringing in a total revenue of £3,100.00. Overall the event was evaluated as a great success in terms of celebrating the positive contribution children and young people make to Manchester.
- 3.12 The strategy aims to develop very practical opportunities for participation and decision making for young people, and in the past 12 months we have seen a number of increasing successes:
- as of 1st March 2018 there are now 114 groups affiliated to Manchester Youth Council including 46 schools, colleges or alternative education providers and 68 youth groups or organisations.
  - The Healthy Schools Partnership monthly voicebox meetings, which is a pupil participation network for secondary schools, is now averaging representation from 12 High Schools.
  - The membership of 'The Group' - Manchester's former Children in Care Council, has increased.
- 3.13 Over the next 12 months the work under the strategy will look to embed these types of participatory activity into the mainstream across the partnership and bring forward new and innovative workforce development opportunities and tools that will support staff across the partnership to realise the vision for in depth engagement with children and young people; including exploring the development of existing best practice and new approaches to engaging the younger population of school age children; in decisions that will affect them personally and at a city wide strategic level.

### **Young Carers Strategy**

- 3.14 This year also saw the launch of the Young Carers Strategy 2017-2019, at an event at the Town Hall in July 2017. The event was unique in that it was planned and delivered by Young Carers themselves. Practitioners from across the City got the opportunity to hear from young carers on what was important to them and how best to support them. The feedback from the event was overwhelmingly positive and practitioners who attended agreed that the strategy and what they heard on the day would have an impact on their practice.
- 3.15 The strategy aims to support young carers to be protected from inappropriate caring, to achieve their full potential, and to have access to the same opportunities as their peers. We will achieve this by ensuring that all partners

who come into contact with young carers and their families are aware of their needs and the pathways to support. The Young Carers Partnership meets regularly and has developed a robust action plan to ensure effective delivery of the strategy.

### **Integration of Commissioning, Delivery and Needs Analysis**

- 3.16 The Children's Board is the owner of the Children & Young People's Joint Strategic Needs Assessment which it uses to strategically influence the commissioning of services for children and young people. There is a particular focus on aligning commissioning with the outcome priorities and ways of working in Our Manchester, Our Children; and identifying areas for collaborative and innovative commissioning opportunities.
- 3.17 A key example of the Board's work to identify need and opportunity for innovation is that around the developing approach to Adverse Childhood Experience (ACEs). In May 2017 the Board received a presentation on ACEs, detailing the evidence which links childhood trauma to long term health and social consequences, the impact, effect on later life outcomes, and prevalence in the population. The Board has offered cross-partnership support to the development of the ACE's training programme and endorsed the successful bid to the Our Manchester Investment Fund. This is now preparing an ambitious pilot project to train and raise awareness of ACEs amongst the entire public and voluntary sector workforce in a single ward. Owing to the Board's strategic endorsement a number of frontline and middle management staff from across the Children's Board are key members of the design and delivery group for the project.
- 3.18 Similarly, in a more recent development the Children's Board received a report from the Strategic Head for Early Help which highlighted high demand across the system for parenting courses, exceeding capacity to deliver interventions in a timely and effective fashion. This often leads to family situations worsening as they wait for intervention. Often beyond the point at which the intervention would prove effective, or leading to a lack of effective engagement with key workers.
- 3.19 The Board discussions emphasised the improvements in the Partnership approach to collectively owning issues and seeking resolutions to shared objectives. Recognising the breadth of similar and related programmes being delivered by partner agencies, the debate focussed on how shared analysis of existing services, effectiveness, capacity and models, should be undertaken, in a full system review of parenting support programmes in the City, with a view to developing a more integrated approach and potential joint commissioning. The Board has directed a Task and Finish Group to deliver this analysis and proposals, which is expected to report to the Board in the coming months. The Board has moved to a much stronger place in the principle of shared accountability than in previous years; the continuing challenge for the Board is to build on this to ensure and secure a strengthened and pacier capacity to respond and deliver against such identified issues.

#### 4. 'Our Manchester, Our Children' Thematic Workshops

- 4.1 The Board's thematic workshops are open sessions aligned to the four areas we are passionate about as set out in the Children and Young People's Plan. Each passion has a designated partnership lead who is responsible for hosting the session, collecting the discussions and delivering the actions agreed by the Board as part of the session. The workshops are designed to bring both the professional and the child's views together around the key aspects of the plan priority; to further the strategic leaders depth of understanding and engagement with the issues associated with the priority and more importantly, what they really mean to the young people in the City and how the partnership can affect positive change that they want to see.
- 4.2 The workshops are constructed by prior engagement with young people to ascertain their views or where appropriate through the actual leadership, delivery and facilitation of portions of the Board meeting by children and young people. This allows a very real and positive direct two way engagement between senior leaders and young people themselves.

**Success** - *"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, or in their emotional or personal lives."*

#### What we heard

- 4.3 The Board heard of four key aspects of delivering the opportunity to achieve success for our young people;
1. *Attending and achieving through high quality learning, suited to needs, in good or better schools and settings - **we need to ensure that our settings and schools continue to improve outcomes for children and young people and that across the City an increasing number of children in the City attend good or better provision particularly at the secondary phase.***
  2. *Celebrates diversity and talent and achievement of aspirations - **as we continue to close the achievement gap between the City as a whole and national, we must ensure that that translates into improving outcomes for all groups and backgrounds in our City with a particular focus on those children with Special educational needs and looked after children, where educational outcomes are often poorest.***
  3. *Prepares children and young people for life and employment - **the city has a diverse offer and strong pathways into employment in key industries like the digital sector, but our young people want to be more equipped for their adulthood and life beyond school.***
  4. *Building confidence, resilience and wider skills from the earliest years - **our services are at the forefront of national innovation, but we need***

**to embed and connect them to the wider sector better to deliver better outcomes for all.**

**What we did**

- 4.4 Outcomes of the Make Your Mark survey showed very clearly that young people wanted access to a Curriculum for Life which would better prepare them for adulthood. The Board commissioned the development of a 'curriculum for life' for the City and children of Manchester. The approach to developing a curriculum for life has been endorsed by the City's Strategic Education Partnership. The process of developing this framework has included a high level of co-production and consultation with children and young people and partners at each stage. The delivery will pilot the framework from September 2018 in a number of schools and youth provisions with a full launch of the Curriculum for Life in September 2019.

**Safe** - *"All children and young people feel safe, their welfare promoted and safeguarded from harm within their homes, schools, and communities"*

- 4.5 The second workshop held by the Board focussed on the priority of Safe. In the lead up to the workshop the partnership leads for the Safe priority held a series of engagement sessions with young people in a number of forums; the Children in Care Council, the Youth Forum and the NHS Young People's Group. These were used to build a more detailed view from young people on what makes them feel safe and unsafe in life, both in the home and as members of the public.

**What we heard**

- 4.6 The young people told us a lot about what made them feel unsafe. They told us about their worries when they were out and about in the City at night, in their own communities and on public transport. Mostly they felt unsafe when they were on their own, or when they had lost the means to keep in touch with friends or family. As like other members of our community young people expressed concern about inappropriate behaviour, in public, by adults who were intoxicated. Young people told us they felt most unsafe when they were isolated and when there was fear of threats of bodily violence towards them. Other worries for young people were bullying, cyberbullying and the responsibilities of being a Young Carer.

**What we did**

- 4.7 The workshop developed a framework for understanding and building action plans to deliver two key aspects of safety for young people, to make them safer, and to make them feel safer. The Board recognised that this encompasses three levels; the service provider; the personal; and the societal; 'Service; Self & Community.' The Plan defined 4 priorities and the thematic workshop refined these into a series of actions.

1. *Support children and young people to feel safe and be themselves without fear of bullying at school and in the community* - **The Board has supported an interface between the Mayor of Greater Manchester and the Youth Council to share their concerns over safety on public transport and the potential further commissioning of the Safe Spots initiative.**
  2. *Support children and young people to understand their responsibilities and what they can do to stay safe.* - **The Curriculum for Life framework has been further developed to incorporate an approach to the skills and attributes that young people need to promote their resilience, self-esteem, and a critical thinking approach to personal and societal risks and 'keeping safe'.**
  3. *Reduce the number of children and young people who receive unintentional childhood injuries.* - **A citywide support service, Immunisation and Minimisation Programme for Schools (IMPS) has been rolled out. The service empowers young people to take responsibility for managing their own health risks and equips them with the skills to cope in emergency situations.**
  4. *All children and young people feel safe, their welfare promoted and safeguarded within their homes, schools and communities* - **Board partners and the Youth Strategy Team have worked to identify gaps in commissioned provision for supporting interventions. These have included a range of locality based support services from sports clubs to therapeutic interventions; gang awareness and youth violence, amongst others.**
- 4.8 Separately, through the improvements in partnership coordination and the focus on 'Safe' the Board has; with the Children's and Adults Safeguarding Boards and the Community Safety Partnership (CSP); influenced the development of the Community Safety Partnership Strategy towards a specific priority on keeping vulnerable children and young people safe from harm. Practically the Children's Board with its partners has driven a concerted and proactive response to the issue of knife crime affecting young people in the City. Through the CSP, supported by the Children's Board, work has been progressed with education and schools, youth providers and the youth justice service to secure supportive interventions aimed at preventing knife crime. Such as targeted sessions with young people held by Street Doctors. This involved first year medical students doing direct sessions with young people. The feedback from young people was roundly positive and work to roll out further sessions is in progress.

**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."*

## What we heard

- 4.9 The Healthy thematic session introduced the new reworked model for the Manchester School Health Service, Healthy Schools programme. A pupil focussed model that adopts the Our Manchester principles of building up from the individual needs of the school population to a whole school and service approach. The new model supports stronger individualisation and delivery of the programme by schools. Beginning with an individual health check; a bespoke action plan, supported by individual agreement between schools and health services on specific resources required to deliver their pupils priorities; implementation and detailed review and accreditation.

## What we did

- 4.10 The Board agreed to support the vision for every school in Manchester to achieve the Gold Accreditation under the scheme. Over the ensuing 6 months, with the Board's support and promotion the scheme has seen a 26% increase in the number of engaged schools; a 30% increase in silver standard accredited schools; and 29% in Bronze. The Board will continue to support the programme enthusiastically towards celebrating the first Gold Accredited Manchester schools.

**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.”*

## What we heard

- 4.11 The Happy thematic session was hosted by St Mary's Moss Side Primary School. Board members joined lessons in the school where the children were exploring the aspects of their lives that make them happiest; partners listened directly to the views and feelings of the young people and had a chance to speak directly to children across all ages of primary schooling about their views. This was followed by a presentation from the pupils about the Rights Respecting Schools Programme and how it furthered their self-esteem, resilience and confidence. Overwhelmingly the message that the Board received was about the importance of relationships and personal connections; and stability in their lives, for happiness above all other material considerations.

## What we did

- 4.12 The Happy session was the most recent of the four sessions undertaken by the Board. Over the coming months the Board will seek to further define its activity in relation to measuring and improving the happiness of children and young people across the city. Initial activities will be centred on;

- Ensuring that strategies and policies in the city acknowledge and make reference to the importance of housing, friendships and hobbies to children and young people
- Supporting a wider engagement across the schools system with the approaches similar too or aligned to the Rights Respecting Schools programme.
- Strategic engagement across the public sector to ensure the recognition and action in place to address the wider determinants of health that impact on children and young people's happiness, such as poverty and housing
- Working with homeless families service and housing providers to ensure stability for children, for example staying living in the same area to keep attending the same school and keeping their friends

## 5. Looking Ahead

5.1 In addition to a number of activities which are continuing as described earlier in the report the Board has a number of key priorities to deliver in the next 12 months and beyond. These include:

- Embedding the multi-agency outcomes framework, linked to the Children & Young People's Plan; which moves us beyond monitoring activity and outputs towards a model of Outcomes Based Accountability. Importantly the Board has recognised within itself and the wider system, a propensity to report what it 'can' as opposed to what it 'should.' The Board will take this challenge on in an approach to reforming an integrated outcomes framework which will provide a much better position for scrutiny and challenge; and evidence of impact.
- Developing the partnership Services for Children Communications Strategy. A new objectives based approach to communications through the Board; more aligned to the Our Manchester approach; led by data, intelligence and professional insight. The focus of the strategy will be multi-fold, it will better engage the whole system workforce, using new and more innovative channels to build a sense of belonging and develop a shared vision. It will use data and insight to better support and empower families in Manchester; seek to better understand the specific communications needs of key groups such as looked after children and care leavers, to develop more effective multi-channel communications to reach them; and it will use targeted communications and awareness raising activity to promote the positive work of services for children and develop public understanding of the role our services play, how we can better work together between services and community to deliver improved outcomes for all.
- Supporting the reform of the safeguarding partnership to meet the legislative changes of the Social Work Act 2017. The major thrust of the strategic capacity to deliver the new safeguarding arrangements will be through the Manchester Safeguarding Children's Board, however there is a contribution to be made by the Children's Board members who will be



integral to the development of the whole system response to improved partnership working and delivery of the whole safeguarding system.

- Further develop and embed the role and voice of the Children's Board in the city wide transformation of health and social care. Building on positive partnership working being engendered through the approach to the Transformation of Children's Community Health Services. Exploring and defining the positive vision for the future integration of services for children through the Local Care Organisation.
- To continue to align the Board's key strategies and those of its related Boards - through the Inter Board Protocol - to ensure coordinated support to delivery and challenge that builds on our collective strengths and drives continuous improvement across the whole system.
- Ensuring a well-developed whole system response to issues associated with the increasing child population in the City. Specifically as this pertains to school readiness, but also importantly as recent demographic analysis has shown a significant correlation between the wards with the highest growth in child populations and the areas of origin for looked after children. This means the Board and Partnership will be pivotal in ensuring the place based delivery of the right edge of care; early interventions and community activity within these key areas of the City; such as public health messages about physical chastisement; to meet the target of keeping children safe and, safe within their own homes and families.

## **6. Conclusion**

- 6.1 In conclusion there is much to celebrate from the past year. The Board and partnership is in a much stronger position than it has previously been, both in vision and in practice. The capacity to deliver continuous improvement; and better and more efficient services and transformation is exponentially greater than it has been due to the strength and transparency of the shared relationships of agencies. The embedding of the Our Manchester principles at the strategic level is clearly evident in the behaviours of the Board members and their organisations, and positions us well to build a confident system of services for children that will deliver improving outcomes now and in future.
- 6.2 Whilst the partnership can be rightly proud of its transformation and confident in its capacity to deliver change, the scale of the challenge and the complexity of circumstances that continue to affect the City's children and young people should not be underestimated.