

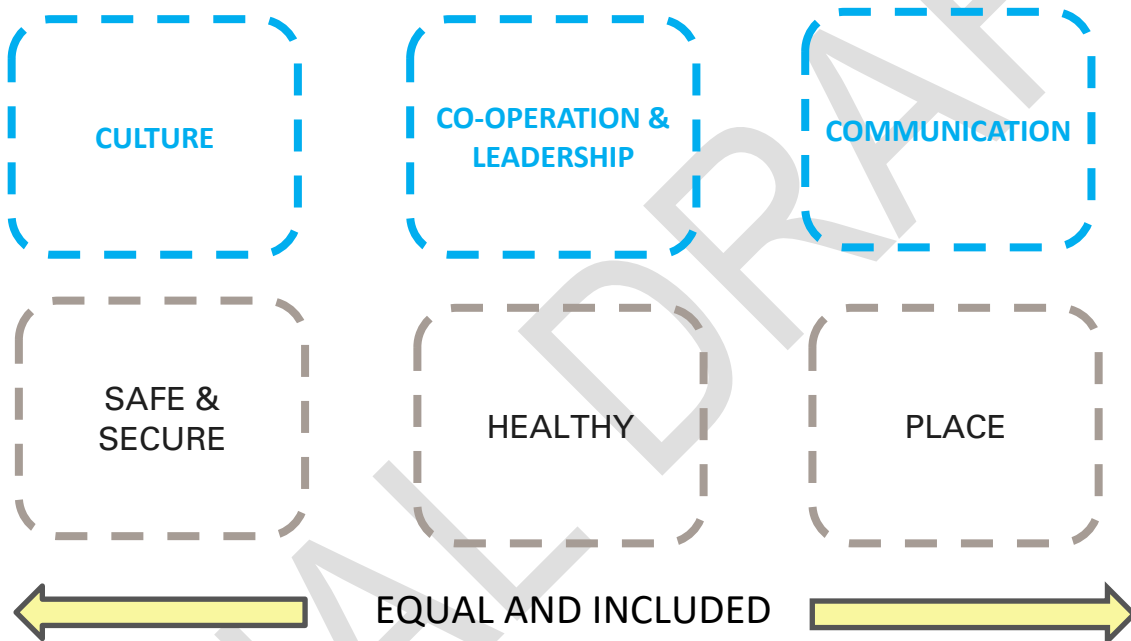
DRAFT ACTION PLAN

TOWARDS RECOGNITION AS A UNICEF UK CHILD FRIENDLY CITY/COMMUNITY

Local Authority name: **Manchester City Council**

Date: 23/02/2024

(MANCHESTER) BADGES



PEOPLE & GOVERNANCE

Programme Coordinator/s: Ruth Denton & David Naraynsingh

Programme Champions:

Joanne Roney (**Chief Executive MCC**), Cllr Bev Craig (**Leader MCC**), Cllr Garry Bridges (**Executive Member for Children, families and Early Years**) Paul Marshall (**Director of Children's Services**) Katy Calvin- Thomas (**LCO**) Lisa Morton (**Business ambassador**) Mark Cubbon (**NHS**)

Scrutiny body: Children's and Young People's Scrutiny

Throughout the document the following acronyms may be used

CR (children's rights) **C&YP** (Children and Young People) **CRIA** (Children's Rights Impact assessment) **(CRBA)** Child's Rights Based Approach **UNCRC** (United Nations Right of the Child)

A child friendly version of this action plan will be produced and this is reflected in key milestones at the end of this document

OUTCOMES

Key outcomes you will be working towards (one for each badge):

1. Children's rights, needs and views are incorporated into decision-making and are understood and valued by leaders within and beyond the council **(Co-operation & Leadership)**
2. The workforce across the city understand and can confidently apply children's rights **(Culture)**
3. Services and organisations who engage with young people feel informed about Children's Rights and are able to communicate effectively with Children and Young People and their communication methods are shaped by Children and Young People **(Communication)**
4. Children & Young People are able to influence policies and strategies relating to their safety and security **(Safe & Secure)**
5. Children and young people have increased access to free play opportunities to meet their friends and enjoy themselves in their local area including the outdoors **(Place)**
6. Children and Young people report that they receive the support that they need to understand and manage their mental and emotional health and wellbeing. **(Healthy)**

CULTURE

	Some progress <i>Activities/Outputs</i>	Meaningful progress <i>Activities/Outputs</i>	Significant progress <i>Activities/Outputs</i>	Sustainable progress <i>Purpose</i>	Outcomes	Impact (Outcome Indicators)
Workstreams	<p>Mapping exercise to identify key roles, services, organisations, and partners that work directly and in-directly with children and young people across the city.</p> <p>Baseline assessment to establish the level of understanding and confidence practitioners have in terms of children's rights.</p> <p>Develop a citywide workforce development plan which:</p> <ul style="list-style-type: none"> a) Identifies workforce development leads across the identified organisations b) Includes a focus on CRs training 	<p>Begin to train key roles, services, organisations, and partners on children rights.</p> <p>Develop tools and guidance, with children and young people, to support and embed child rights across the city.</p> <p>Identify children's rights champions across the city/council to help drive and embed CR.</p>	<p>Embed training of majority of key services into practice through:</p> <ul style="list-style-type: none"> a) Establishing governance and reporting arrangements across MCC/partners b) Establishing forum/network for CR champions to share good practice, progress, challenges and to be held to account. c) Embedding children's rights as part of the Council's Equality Impact Assessment and pilot this with parts of the Council. 	<p>Mainstream understanding and application of CRs across the council and its partners by:</p> <ul style="list-style-type: none"> a) Children's rights being part of MCC staff induction b) Children's rights training mandated for practitioners working with children in Manchester c) Children's rights a key part of annual service planning in MCC. d) Children's Rights are embedded in strategies, policies and decision making e) To embed children's rights as part of the Council's Equality Impact Assessment tool – roll this out across the whole Council. 	<p>The workforce across the city understands and confidently applies children's rights.</p> <p>Children's rights are routinely considered across policies, practices, strategies, and decision making (through embedding children's rights in the equality impact assessment tool).</p>	<p>% of identified workforce who can articulate a CRBA approach and how they have applied it within their role</p> <p>XX% increase in the number of children and young people feeling valued, respected and treated fairly when interacting with organisations and professionals across the city.</p> <p>EDI Golden Thread – %XX increase in the number of Black, Asian & Minority Ethnic and Disabled children feeling valued, respected and treated fairly when interacting with organisations and</p>

	<p>for workforce in education settings like schools, Post 16 providers, Early Years providers and alternative provision.</p> <p>c) Defines and agrees the resources that are needed to deliver this plan.</p>		<p>d) Reviewing the Council's approach to all commissioning and ensure children's rights are a key consideration</p> <p>e) Manchester schools progressing their engagement with the RRSA programme to embed CRs in their settings.</p>	<p>f) Children's Rights embedded in the commissioning lifecycle.</p> <p>g) All service areas are asked to demonstrate how they will embed Children's rights, Childs' voice through annual service plans.</p> <p>h) Ongoing monitoring mechanism established to monitor understanding and application of a CRBA in EY, Post 16 and APs.</p> <p>Through our Area Youth Forums, CYP will be engaged on our approach to embedding culture change and mainstream this by:</p> <p>a) MCC services required to demonstrate/present to CYP how they</p>		<p>professionals across the city:</p>
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				<p>have embedded a CRBA</p> <p>b) Services across the City required to present/demonstrate to CYP how they have/are embedding a CRBA.</p> <p>c) Services across the City use this forum to engage CYP on projects, changes, strategies e.g., regeneration, transport, housing, education etc</p> <p>d) Mechanism for CYP to influence decisions across the city and to engage meaningfully with parallel adult forums (like the CR Champions network).</p>		
Impact (Progress Indicators)	<p>Mapping exercise completed.</p> <p>Baseline conducted – 50% of the workforce report they understand and feel confident in applying a CRBA.</p>	<p>XX% of ‘identified’ audience trained on CR – incl, % of Post 16 providers, Early Years providers and alternative provisions are trained on CR.</p>	<p>XX% of identified audience trained on CR - % of identified workforce who can articulate a CRBA approach and how they have applied it within their role.</p>	<p>Mandates for training established.</p> <p>100% of MCC services have set out how they will embed a CRBA in their annual service plan.</p>	<p>XX% of identified audience feel that they can confidently apply a children’s rights approach to their work.</p>	

	Workforce development plan produced.	% CYP who engaged in co-development who feel their views were listened to and meaningfully used to influence the development of tools and guidance. CRs Champions identified.	Governance and reporting arrangement established. Champions forum established - % of network who feel the forum supports the development of their understanding and application of CRs. CRIA embedded in the EIA, and piloted and reviewed. Commissioning process reviewed. 80% of Manchester schools are part of RRSA Award (breakdown by award level) - % of CYP in those setting who feel valued, respected and treated fairly.	XX% Number of Equality Impact Assessments have specifically considered children's rights. Mechanism in place to ensure effective monitoring of CR within EY, Post 16 and APs. CYP's forum established - % of CYP in those setting who feel valued, respected and treated fairly through this forum.		
Means of verification (MoV)	Summary of mapping data and findings. Baseline data. Workforce development plan.	Anonymised training records. Perception and feedback data.	Training records and evaluation of training. Governance and reporting arrangement overview – case studies.	Summary of an audit of service plans/mechanisms. Examples of Equality Impact Assessments that	Perception survey with practitioners across the city.	Training records and evaluation data. Perception survey of children and young people.

		List of CRs Champions (with details of organisation, position etc) and CRs Champions role description	ToR for Champions Forum and survey data with illustrative case studies. Review data of pilot.	have considered children's rights. Perception data.		
Summary assumptions	<p>We assume that:</p> <ul style="list-style-type: none"> • There is appropriate resource to drive, coordinate and deliver the action plan • Organisations working with children across the city are engaged in and support the delivery of the action plan such as rolling out children's rights training across their workforce • Our work to ensure all children and young people are included will align to our Equality objectives 24/25 					
Equal & Included	<ul style="list-style-type: none"> • MCC to routinely collect data and insight to identify patterns of discrimination and/or inequality and to develop plans to address this and improve outcomes • Establish a children and young people forum/engagement approach which focuses on understanding the voice and experiences of underserved communities (with a focus on those experiencing and impacted by racism and disablism) • MCC staff demonstrate and embed cultural competence; i.e. not making culturally biased assumptions about other people's needs, preferences and behaviours. Clearly understand and meet the needs of different and diverse communities • Organisations across the city can demonstrate how they have listened, responded, acted upon, and are consistently meeting the needs of marginalised and underserved communities • Increase in the % of Black, Asian, Minority Ethnic and Disabled children feeling valued, respected, heard and treated fairly when interacting with organisations and professionals across the city. • Through MCC Equality objectives there will be a mechanism which we will be able to track progress and outcomes against the equal and included strand of this action plan • In addition to the protected characteristics as stipulated in the Equality act, we have identified other priority groups as a council which includes, homeless young people, young carers and those CYP people living in poverty 					

CO-OPERATION & LEADERSHIP

	Some progress <i>Activities/Outputs</i>	Meaningful progress <i>Activities/Outputs</i>	Significant progress <i>Activities/Outputs</i>	Sustainable progress <i>Purpose</i>	Outcomes	Impact (Outcome Indicators)
Workstream 1	Mapping of all relevant local boards / governance structures is carried out.	Mechanisms are co-designed with CYP so that CYP can measurably influence decision making. <i>E.g. Specific mechanisms around Area Youth Forums</i>	Pilot mechanisms on a discrete number of local boards/governance structures and systematically assess and evaluate with CYP.	Permanent mechanisms are established through the constitutional and governance arrangements across all local boards/governance structures and their strategies and policies to mainstream CYP's voice.	Children's rights, needs and views are incorporated into decision-making and are understood and valued by leaders within and beyond the council.	% of CYP who participated in decision making activities, who feel that their views were taken into account. % of policies and strategies that are child friendly and reflect the voice of the CYP.
Workstream 2	Baseline understanding of a CRBA amongst	Train/brief Elected Members and Senior Officers in a	Reference CYP's voices routinely in	Children's rights and a CRBA are routinely	CYP's rights are championed by Elected Members	% of Elected Members and Senior Officers who can articulate a CRBA and

	Elected Members and Senior Officers.	CRBA and its application.	decision making forums. Incorporate a section on child rights that shows how a CRBA has been taken in scrutiny and executive decision-making. <i>(similar to the Our Manchester priorities)</i>	embedded into all future citywide strategies <i>(E.g. Culture, Economic, Our Manchester Strategy)</i> which includes how we engage with CYP, our grant funding work (VCS and Culture) and Climate Change Action Plan delivery.	& Senior Officers through planning and decision-making	how they have applied it within their role/remit.
Workstream 3	Mapping all relevant multi-agency partnerships. Multi-agency events are held to establish a baseline and common understanding of CR gaps, opportunities, and responsibilities.	Partner organisations receive training on CRIA and CRBA. Build on existing multi-agency partnerships, to create mechanisms to deliver CR training, share information, and develop an applied CRBA.	Multi-agency partnerships are skilled in the use of tools such as CRIA and demonstrably apply a CRBA to their practice. Mechanisms are established to enable multi-agency working and information sharing in the	Coordination is expanded to further significant VS partnerships and mechanisms for cross-partnership work around Child rights are established. Permanent mechanisms are established and are systematically	There is greater strategic collaboration, governance and multi-agency cooperation between the council, third sector and private sector on issues relating to children and implementation of their rights across the	Increase in arrangements that foster greater multi-agency cooperation that impact on strategies/policies & action plans impacting on CRs.

			application of a CRBA. These mechanisms are rolled out on a small scale and then assessed and evaluated.	assessed and evaluated to ensure they remain impactful	city/community's decision-making and strategy.	
Impact (Progress Indicators) Workstream 1	All local boards/governance arrangements mapped.	Mechanisms are co-designed by CYP. % CYP involved in co-design who report positively on their experience of co-designing.	Pilot of mechanisms assessed and evaluated.	% of constitutional and governance arrangements across all local boards/governance structures that have adopted permanent mechanisms.		
Workstream 2	Baseline established for understanding of a CRBA for Elected Members and senior officers. (% of Elected Members and Senior Officers who can articulate a CRBA and how they have applied it	% of Elected Members and senior officers trained/briefed in a CRBA. % of Elected Members and senior officers report they understand how to	# of decision-making processed accurately completing the section on child rights that shows how a CRBA has been taken. Accountability to be embedded so EMs are accountable to	Increase in the # of decision-making processed accurately completing the section on child rights that shows how a CRBA has been taken.		

	within their role/remit)	apply a CRBA to their role.	C&YP processes / mechanisms to be in place.			
Workstream 3	Multi-agency partnerships mapped. Common understanding of CRs and gaps baselined.	Training delivered. Mechanisms developed.	% of multi-agency partnership that report feeling confident in applying a CRBA and utilising a CRIA. Mechanisms assessed and evaluated.	Permanent mechanisms are established, embedded and assessed. Same mechanisms will hold Em's & senior leaders to account.		
Means of verification (MoV) Workstream 1	Map/organogram of local boards/governance arrangements.	Summary of mechanisms, including summary of co-design approach. CYP feedback data.	Assessment and evaluation data.	Evaluation data.		Feedback data. Evaluation data. Sample selection of child rights-based strategies, decisions, child rights-impact assessments etc from multiple agencies.
Workstream 2	Baseline data.	Training/briefing attendance data.	Evaluation of decision-making documents.	Evaluation of decision-making documents.		Assessment data.

		Training/briefing feedback data.				
Workstream 3	Map of multi-agency partnerships. Baseline data.	Training logs. Summary of mechanisms.	Feedback data. Assessment data and case studies of practice.	Assessment data and case studies of practice. Minutes of meetings & reports. Feedback from young people		Evaluation data. Case studies.
Summary assumptions	<ul style="list-style-type: none"> • Opportunities to refresh strategies and policies using child rights will occur during CFC programme cycle • Adequate resources are available • Elected members, Senior Leaders remain engaged with the CFC programme • Mapping exercises, including surveys/ perception data are coordinated centrally, and ongoing mechanisms are established to ensure this is done in line with CRBA principles across the different badges. 					
Equal & Included	<ul style="list-style-type: none"> • Through Co-operation & Leadership all senior leaders will routinely adopt a CRBA approach to this badge and champion inequalities with particular due regard to the non-discrimination principle. • Taking an Equality and Human rights-based approach which includes non-discrimination as a key aim. Building an understanding of implicit bias into our approaches improve outcomes. • Engagement with CYP through all activity will ensure a group representative of Manchester's population is present and able to contribute. • Section on children's rights will ask how the non-discrimination principle has been considered in the decision-making process, thus reducing inequality of outcomes for specific groups or people • Young people will review how well MCC and our partners are doing in relation to the Equal and Included golden thread. 					

COMMUNICATION

	Some progress <i>Activities/Outputs</i>	Meaningful progress <i>Activities/Outputs</i>	Significant progress <i>Activities/Outputs</i>	Sustainable progress <i>Purpose</i>	Outcomes	Impact (Outcome Indicators)
Workstream 1	Identify communication leads from across the identified services and organisations.	<p>CYP sounding board established to work together on evaluating existing communication channels/methods and preferred methods by CYP.</p> <p>Communications network receive CR training.</p>	<p>Implement improvements to council communication materials based on feedback from surveys and focus groups.</p> <p>Co-create resources to support services and organisations in talking to CYP.</p>	Communications network routinely use resources and their knowledge of CRs to shape their communication to CYP.	<p>Services and organisation who engage with young people feel informed about CR*, are able to communicate effectively with CYP, and their communication methods are shaped by CYP.</p> <p><i>*linked to training workstream in Cooperation & Leadership badge</i></p>	<p>% of services/organisations who feel informed about a CR and can articulate how to communicate effectively with CYP within the context of their service.</p> <p>% CYP who participate in evaluating comms methods and co-creating or co-designing</p>

						resources feel their views are effectively incorporated into decisions.
Workstream 2	<p>Audit is carried out of communication channels and methods used by council services and 3rd party organisations, who regularly engage with CYP in Manchester*</p> <p>*Link in with Culture badge mapping exercise “Mapping exercise to identify key roles, services, organisations and partners that work directly and indirectly with children and young</p>	<p>Inclusive and diverse focus groups and surveys conducted with CYP to evaluate accessibility of council information and channels. Tools co-designed to help address gaps in accessibility.</p> <p>Establish communications network that can be used to disseminate information about CR to CYP.</p>	<p>Communication tools, channels and networks piloted and assessed for effectiveness.</p> <p>CYP-friendly briefs/updates/key messages relating to the progress of the CFC programme are made publicly available, and disseminated through network. This is assessed and evaluated by CYP.</p> <p>(Child Friendly Manchester website is maintained with</p>	<p>Any new testing of communications is co-produced with and evaluated by CYP sounding board.</p> <p>Information on council services/support, including key decisions on matters that will impact CYP, is available in a variety of different formats.</p>	<p>CYP and families are able to access information on the CFM programme, and information on council services and support relevant to them.</p>	<p>Increase in % CYP evaluating the information on the CFM programme and relevant information around services as being accessible.</p> <p>% of CYP and families know where to go to find information on council services/support and matters that will impact them.</p>

	people across the city”.		programme updates)			
Workstream 3	<p>Explore the ways that CYP and children’s rights are represented in local media.</p> <p>Explore ways in which local media can be engaged in CFC programme</p> <p>Identify local media stakeholder group</p>	<p>Provide opportunities for CYP to write media materials (briefing, press release)</p> <p>CR training is offered to local media stakeholder group</p>	<p>Charter for local media to sign up to to demonstrate their commitment to CR is developed</p>	<p>CYP to meet local journalists and to talk about issues and challenges they face is facilitated</p> <p>Charter is embedded</p>	<p>Local media understand children’s rights and consider the perspectives of CYP in their reporting</p>	<p># of positive stories on CYP and voices of CYP evidenced in local media</p>
Impact (Progress Indicators)	Communication leads identified.	Evaluation conducted by CYP sounding board.	Improvements and recommendations implemented.	More communications are produced in a child-friendly way.		
Workstream 1		CRs training conducted - % of comms network trained.	Resources are co-created. % CYP who participate in co-creating resources			

		% of comms network who report understanding CRs in the context of their role/organisation/s ervices.	feel their views are effectively incorporated into decisions.			
Workstream 2	Audit carried out.	Tools co-developed with diverse groups of CYP.	Assessment conducted of pilot. % of briefs/updates/key messages assessed as being CYP-friendly by CYP.	Communications testing done alongside CYP. % CYP who participate in co-creating resources feel their views are effectively incorporated into decisions.		
Workstream 3	Research carried out Local media engagement plan developed	# of opportunities for CYP to input # of media professionals trained	Charter developed			

	Stakeholder group identified					
Means of verification (MoV)	Organogram of communication leads.	Evaluation data. Training records. Training feedback.	Case studies showcasing implementation. Perception data.	Case studies/example communications.		Survey/focus group data. Feedback data.
Workstream 1						
Workstream 2	Audit data.	Evaluation report of how accessible current communication methods are. Summary of tools developed and the approach to co-development. Inclusion data of the groups of CYP.	Assessment data. Assessment and evaluation data.	Sample co-tested communications data. Perception data.		Evaluation data. Perception data.
Workstream 3	Report on research findings	Evidence of materials	Charter doc	Case study		Evaluation data

	Engagement plan	Training log		Charter sign-ups		
	Stakeholder map					
Summary assumptions	<ul style="list-style-type: none"> • Support/resource is available from wider services (outside of Strategic Communications) to deliver essential engagement part of workstreams • There is appropriate resource to drive, coordinate and deliver the action plan • 3rd party organisations are engaging with CYP on a regular basis to gather feedback • Information about council services and support for CYP and families is available online (via manchester.gov and/or the Family Hubs portal) • Suggested improvements in council channels for sharing information with CYP are achievable and services are willing/able to adopt • Periodic baseline surveys/engagement takes place as part of the CFC programme • Mapping exercises, including surveys/ perception data are coordinated centrally, and ongoing mechanisms are established to ensure this is done in line with CRBA principles across the different badges. 					
Equal & Included	<ul style="list-style-type: none"> • Communication – is inclusive, accessible and can be tailored to specific needs as appropriate • Through our inclusive communication approaches we are able to provide insight into how and why people form attitudes and experience our services. This will provide valuable opportunities for engagement and ideas for further improvements. 					

SAFE & SECURE

	Some progress <i>Activities/Outputs</i>	Meaningful progress <i>Activities/Outputs</i>	Significant progress <i>Activities/Outputs</i>	Sustainable progress <i>Purpose</i>	Outcomes	Impact (Outcome Indicators)
Workstream 1	<p>Review <i>Keeping Children & Young People Safe</i> (KCYPS) and tackling serious harm and violence themes in Community Safety Partnership (CSP) action plan, through a child rights impact assessment (CRIA).</p> <p>Baseline assessment to establish the level of understanding and confidence practitioners in key services (related to safety and security) have in terms of children's rights.</p> <p>Develop a resourced workforce development plan that:</p>	<p>Identify, through the review/CRIA, the gaps in rights and subsequent actions that need to be taken to strengthen existing plans.</p> <p>Train staff, in the identified service areas, in how to undertake CRIA and deliver other relevant CR training, incl. training on how to engage meaningfully with young people.</p> <p>Develop a comprehensive directory that includes details of all groups of CYP, including those not historically heard, across all protected characteristics.</p>	<p>Measures identified through CRIA are put in place to address gaps, strengthen existing plans, and implement solutions.</p> <p>Staff who are trained confidently carry out CRIAs in areas of work relating to CYP. Review its implementation.</p> <p>Develop and pilot a mechanism that allows professionals in the safety and security space to access the directory and meaningfully engage with a diverse, inclusive,</p>	<p>Adopt use of CRIA across all CSP's services and routinely use in the development of all policies and strategies.</p> <p>Establish permanent mechanisms that mandate Children & Young People being routinely and comprehensively involved in the development of policies and strategies relating to their safety and security.</p>	<p>Children & Young People and their rights influence policies and strategies relating to their safety and security.</p>	<p>% of CYP involved in contributing who feel their views are taken seriously and are able to meaningfully influence the development of policies, strategies and action plans around safety and security.</p> <p>Number of strategies and policies that CYP have influenced.</p> <p>Number of strategies and policies that have had a CRIA carried out.</p> <p>% of Policies and Strategies produced that have child friendly versions and CYP feel are</p>

	<p>a) Identifies staff who need to be trained in completing CRIA and other relevant CR training, incl. how to engage meaningfully with young people and develop training plan</p> <p>b) Define and agree the resources that are needed to deliver the training plan</p> <p>c) Map out the groups of C&YP who are currently consulted, and methods used to consult and engage with them- <i>this links to Workstream 1 on Culture badge and workstream 2 on Communications badge.</i></p>	<p><i>Co-develop child friendly ways of engaging/consulting with the CYP in this directory, using culturally appropriate methods, identified.</i></p>	<p>and representative group of CYP. <i>This engagement will include child friendly ways of engaging/consulting, using culturally appropriate methods.</i></p>	<p>Child friendly feedback mechanisms are embedded and routinely being used to assess policies, strategies, and action plans.</p>		<p>communicated effectively.</p>
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<p>Workstream 2</p>	<p>Complete an audit, with a representative group of young people, of the specific areas which they feel are unsafe and their ideas of what could be done to improve safety including specific issues such as poor street lighting and knife crime identified during the discovery phase. <i>This links to the place badge</i></p>	<p>Use the baseline information from the audit, to work with young people on their ideas of what could be done to improve safety in the spaces identified as unsafe. This will include developing options for improving the safety of these spaces with young people including identifying resources to pilot an approach for creating safer neighbourhoods.</p>	<p>Implement the pilot in an area agreed with children and young people and evaluate the success of the pilot.</p>	<p>Use the learning from the pilot to inform future practice in respect of creating safer spaces for children and young people – Co-create guidance with CYP on how to approach future activity.</p>	<p>Children and Young People feel Safe travelling through their neighbourhoods and across the city</p>	<p>Increase in the number and % of CYP who feel safe in spaces where safety improvement works have taken place. Reduction in no. and % of CYP who are victims of crime in these spaces.</p>
<p>Workstream 3</p>	<p>Assessment of current position across City of Manchester (COM) in relation to GMP strategy and partnership delivery plan on Child centred policing (CCP). Map CCP against a child-rights based approach to ensure the plan is implemented through this approach. Conduct baseline on current position of</p>	<p>Delivery of training to frontline staff so that all COM Officers and staff understand the pillars of CCP and how to embed a CRBA in their role relative to the delivery of the CCP plan. Training on:</p> <ul style="list-style-type: none"> a) Children's rights b) Taking a trauma informed approach 	<p>Front line staff deliver on the CCP plan and a CRBA is considered throughout, especially during interactions with CYP. Deliver knowledge and practice resources/ sessions across a small section of the partnership (and through CCP</p>	<p>Child Centred Policing pillars and how to consider a CRBA are threaded throughout all COM based training. Adapt delivery based on evaluation and widen out across the whole partnership and</p>	<p>Child centred policing is embedded in front-line practice across the city</p>	<p>Increase in number of CYP who trust the police measured from the baseline. Increase in appropriate use of alternatives to custody and out of court disposals used instead of arrest. A reduction in repeat CYP through the CJ system.</p>

	CYP's trust and confidence in GMP, including CYP reporting on whether they have had a rights-based experience when coming into contact with the criminal justice system.	c) Co-develop mechanisms for CYP to feed into, be central to and influence the CCP steering group (which includes YJ, SS, and education) routinely and consistently.	steering group) so that the Child centred policing approach is well understood across partners. Assess and evaluate the success of this delivery with partners and CYP.	wider criminal justice system – this will support GMP and youth justice services to have guidance and protocols to support child friendly justice and they are being used consistently and effectively.		Increase in % of CYP who come into contact with the criminal justice system reporting that they have had a rights-based experience.
Impact (Progress Indicators) Workstream 1	CRIA conducted – rights positively, negatively, and neutrally impacted. % of practitioners in key services who understand children's rights and are confident in articulating how it relates to their role. Current engagement methods with CYP mapped.	Proposed measures to address CRIA findings produced. Training conducted - % of staff who have done training that feel confident talking about Children's Rights and how to embed a Child rights-based approach. Directory of groups of CYP and how to engage with CYP established.	KCYPS Community Safety Partnership Action Plan has been strengthened to reflect areas identified through the CRIA – CRIA reconducted to confirm this. % of staff trained in completing CRIA who feel confident in completing CRIA. Number of staff and services using CRIA in development of policies, strategies, and action plans	Increase in number and % of staff who are using CRIA in the development of strategies and policies. Number of strategies and policies where a CRIA has been completed as part of the development of that strategy/policy. Permanent mechanisms established -		

			<p>Number of staff and different services across the CSP aware of and using the new inclusive, non-discriminatory, child friendly directory in development of policies and strategies.</p>	<p>increase in no of strategies and policies where Children & Young People have influenced their development.</p> <p>% CYP involved in influencing strategies and policies who feel their views have been given due weight.</p> <p>Increase in No of staff and different services across the CSP aware of and using the new inclusive, non-discriminatory, child friendly feedback directory in development of policies and strategies.</p>		
Workstream 2	Audit and improvement activities conducted	Improvement plan co-produced.	% of CYP who feel safe in spaces	Guidance co-created and		

	with a diverse group of CYP.	Resources for piloting identified. % CYP involved in co-production who feel their views were meaningfully taken into account in the development of the plan.	where safety pilot has taken place.	used in future practice.		
Workstream 3	Assessment and mapping conducted. % of CYP who have trust and confidence in GMP. % of CYP who feel they have had a rights-based experience when coming into contact with the criminal justice system.	Training delivered - % of trained staff who can confidently articulate how to take a CRBA and a trauma informed approach to the delivery of the CCP plan. Mechanisms for influence co-designed.	% of trained staff who can confidently articulate how they have taken a CRBA and a trauma informed approach to the delivery of the CCP plan. % of partners who understand the child centred approach to policing.	% of COM training referencing CCP and CRBA. Guidance and protocols are widely rolled out - % of partnership who can demonstrate how this is being met within their service area/team.		
Means of verification (MoV) Workstream 1	CRIA findings. Baseline data. Engagement map.	Plan to address CRIA findings. Training records – training feedback. Directory.	CRIA findings. Evaluation feedback. Survey data.	Survey data. Evaluation data. Evaluation data. Perception data.		Questionnaire used to evaluate the no. of CYP who feel their voice is reflected in policies, strategies and action plans

				Perception data.		Case studies of CYP's influence – photos/videos. Data from consultation exercises /surveys Perception data.
Workstream 2	Audit data – and demographic data.	Improvement plan. Matrix of resources. Perception data.	Perception data.	Guidance – with summary of co-creation approach. Case studies of implementation of guidance.		Perception data. Crime stats/data.
Workstream 3	Assessment data and mapping data showcasing how the CCP will be aligned with a CRBA.	Training records – training evaluation feedback. Summary of mechanisms – and summary of CYP's influence on deciding the mechanisms.	Survey data – supported by case studies. Survey data. Assessment data.	Evaluation data. Evaluation data – supported by case studies.		Survey data. Reporting data. Evaluation data. Survey data.
Summary assumptions	<ul style="list-style-type: none"> • Opportunities to refresh strategies and policies using child rights will occur during CFC programme cycle • There is appropriate resource to drive, coordinate and deliver the action plan • Elected members and Senior Leaders across a range of partners remain engaged with the CFC programme • Organisations working with children across the city are engaged in, and support the delivery, of the action plan such as rolling out children's rights training across their workforce. 					
Equal & Included	<ul style="list-style-type: none"> • All involved in delivering the safe and secure badge will routinely adopt a CRBA and champion equality and inclusion with regard to the non-discrimination principle. 					

	<ul style="list-style-type: none"> • CYP needs are better met, and their rights respected • Policy and decision makers are able to use key aspects of equalities legislation with confidence • Equality and Human rights-based approaches include non-discrimination as a key aim. Building an understanding of implicit bias into our approaches to improve service design, delivery, and outcomes. • Accountability –monitoring of how people’s rights are being affected, and remedies when things go wrong
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PLACE – Increase in opportunity to play across the city						
	Some progress <i>Activities/Outputs</i>	Meaningful progress <i>Activities/Outputs</i>	Significant progress <i>Activities/Outputs</i>	Sustainable progress <i>Purpose</i>	Outcomes	Impact (Outcome Indicators)
Workstream 1	Investment and a plan of action in place to improve play opportunities (Article 31)	Create additional plans in place around parks and play provision to increase opportunities	Concrete plans completed or underway around parks and play provision.	Revenue funding streams in place to allow for repair, maintenance and long-term capital replacement. CYP views will be routinely sought.	Children and young people have increased access to free play opportunities to meet their friends and enjoy themselves in their local area	Increase in number / % of CYP within a certain walking distance (TBC) of a space to play.

	<p>Baseline survey conducted with CYP to identify gaps in investment and improvement to play opportunities across the city</p>		<p>A funding strategy is created that considers how a CRBA is taken to improving play opportunities ensuring views of CYP are central to decision making</p>	<p>Mechanisms designed and in place that allows for provision to be systematically assessed to ensure it continues to meet the needs of CYP in the neighbourhood based on factors like population change</p>	<p>including the outdoors.</p>	
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Workstream 2	Map existing engagement with CYP in planning across the city. Identify gaps in engagement, especially with geographic communities and communities of interest	Engage young people in phasing of where investment would be targeted. Workforce are trained in CR's, CRBA and CRIA and treating CYP as Equal partners	Mechanisms are reviewed and assessed alongside CYP using feedback to develop the permanent mechanisms (with community members, parents and young people and children young people's experiences celebrated) Our Area Youth Forums are embedded at a neighbourhood level and CYP are involved in current and future	Permanent mechanisms are in place, which enable CYP to influence community/urban planning at the neighbourhood Routine engagement taking place and action with children and young people as equal partners as well as parents, carers and community members.	CYP are actively involved in influencing decisions at a neighbourhood level and treated at equal partners	% of CYP involved in influencing decisions about their local area and who report their views are given due weight in decision making, including but not limited to parks, play provision and their local area

			plans and progress.			
Impact (Progress Indicators) Workstream 1	Survey conducted. Survey analysed to produce map of investment and improvement plans, and identified gaps.	Specific funding action plan with phasing built in. An increase in the number of young people engaged in things like HAF and our all year round youth and play offer	Increase in the numbers of children and young people within a certain walking distance (TBC) of a space to play in a clean environment	Increase in children and young people who have increased access to free play opportunities to meet their friends and enjoy themselves in their local area. Children and young people take up the opportunities to influence decisions relating to play in their neighbourhoods.		
Impact (Progress Indicators) Workstream 2	Data/baseline of existing engagement with children and young people.	Number of projects/schemes which CYP have influenced community/urban planning at the neighbourhood level	Young people report that they feel connected to their local neighbourhood and can have a meaningful say in decisions	% of CYP involved in influencing plans who report their views are taken seriously and given due weight.		

		% of workforce who are able to articulate how they can engage with CYP as equal partners as part of their role.		Increase in % of CYP who report that their area is cleaner, greener and more for them to do		
Means of verification (MoV) Workstream 1	Survey data from young people on existing play provision in the city. Map of current investment and improvement plans, and identified gaps.	Report on progress of action plan to date against key milestones. Same survey as previous, looking at results to measure increase. Case studies of what influence CYP have had on these schemes/projects. Include CYP	Geographic mapping- through PRI colleagues. Surveys demonstrating more CYP are happy with the range of play opportunities	Copies of surveys, showing greater satisfaction Case studies		Mapping data, survey data

		experience of these schemes.				
Means of verification (MoV)	Baseline data	Case studies Training logs and feedback Evidence of team training	Minutes of Area Youth Forums. Testimonials from CYP Evidence that we have influenced Bee Well survey questions	Perception data. Case studies. 'You said we did document'		Perception data Case studies.
Workstream 2						
Summary assumptions	<ul style="list-style-type: none"> • Adequate resources are available/will be made available • Mapping exercises, including surveys/ perception data are coordinated centrally, and ongoing mechanisms are established to ensure this is done in line with CRBA principles across the different badges. • Elected members and Senior Leaders across a range of partners remain engaged with the CFC programme • Due to the establishment of area youth forums, young people will have the opportunity to be involved in decision across each badge theme. • The place badge will align with our work across neighbourhoods to address our city wide ambition of being a carbon neutral city by 2038 					
Equal and Included	<ul style="list-style-type: none"> • Article 31 (leisure, play and culture) Every child has the right to relax, play and take part in a wide range of cultural and artistic activities • Article 23: Every child with a disability should enjoy the best possible life in society. Governments should remove all obstacles for children with disabilities to become independent and to participate actively in the community. means that everyone has a fair and just opportunity to be as healthy as possible. • Ensure reasonable adjustments are made for disabled children and young people. This means removing barriers that disabled people face so they can access and use services, as far as is possible, like someone who's not disabled. The duty is anticipatory – which means taking steps in advance to make services accessible. 					

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| | <ul style="list-style-type: none">• Develop relationships with group representatives, identify shared values and interests. Work with them to identify what the barriers are for their community, and how to remove them. We will take an Equality and Human rights-based approach which will include non-discrimination as a key aim• There will be a focus on race and disability based on the census data and what we have gleaned from the Big Disability survey• We will continue to make in adjustments and explore further where and why some children and young people feel excluded from local play opportunities including attendance at provision and in parks |
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THEMATIC BADGE HEALTHY

	Some <i>Activities/Outputs</i>	Meaningful <i>Activities/Outputs</i>	Significant <i>Activities/Outputs</i>	Sustainable <i>Purpose</i>	Outcome	Impact (Outcome Indicators)
Workstream 1	<p>Priorities for action to address health inequalities facing families with very young children are identified collectively with partners, including VCSE and families. <i>These priorities may relate to existing Programmes of work include Children's Healthy Weight, Healthy Babies, Smoke Free Environments and Making Manchester Fairer Kickstarter).</i></p> <p>Workforce mapping conducted to identify key workforce that will be involved in the planning and delivery against these priorities</p>	<p>An action plan is co-developed with families to improve outcomes and reduce health inequalities for pregnant people, babies and very young children against the identified priorities.</p> <p>Identified workforce is trained in how to take a CRBA in a health & early years context.</p>	<p>The action plan is delivered against, and delivery is regularly reviewed by families.</p> <p>"Principles rooted in a CRBA are co-designed with families and established for use by a small cohort of professionals/practitioners delivering services within early years development. The success of delivering against these principles is assessed.</p>	<p>Review feedback and learning from the implementation of the action plan is taken forward to create a framework/procedure through which further priorities are addressed alongside families.</p> <p>Workforce deliver culturally competent programmes of work (like, Healthy Babies, Children's Healthy Weight, Smoke Free Environments, MMF Kickstarter)</p>	<p>Babies and pre-school children growing up in Manchester thrive: their health outcomes improve and health inequalities in early years are reduced.</p> <p>Workforce contributing to better health outcomes in early years understands, implements, and considers the rights of very young children.</p>	<p>Improvement in specific health indicators of very young children <i>(These, depending on priorities identified could be Infant Mortality Rate, National Child Measurement Programme Data, Smoking at the Time of Delivery)</i></p> <p>% of workforce who can articulate a CRBA and how they have applied it within their context.</p>

				using the principles co-produced with families rooted in CRBA and plans around future identification of priorities systematically consider the co-produced principles		
Workstream 2	<p>Identify key evidence-based priority actions with partners and through engagement with CYP to improve mental health and wellbeing for CYP.</p> <p>Conduct mapping of current approaches and areas for development, understanding of workforce training needs, and assessment of current inequalities issues.</p>	<p>Use identified priorities to inform CYP section of all-ages citywide mental health and wellbeing strategic plan.</p> <p>Train workforce on how to take a CRBA when implementing the actions / interventions relating to CYP in the plan.</p>	<p>Actions / interventions in the strategic plan are being delivered with a shared child-rights based approach, by a trained workforce.</p>	<p>Mechanism is established so all future plans / strategies concerning the mental health of CYP are systematically designed and delivered using a CRBA, with the engagement of CYP, and learning from previous interventions are used to inform these plans/strategies.</p>	<p>Children and Young People’s wellbeing improves because of the activities/interventions delivered through the wellbeing plan</p> <p>Inequalities are reduced between the groups identified as experiencing inequalities through #Bee Well Survey</p>	<p>% CYP reporting that the activities/interventions identified in the wellbeing plan are having a positive impact on their wellbeing</p> <p>Reduced inequalities in psychological wellbeing between the groups identified in #Bee Well</p>

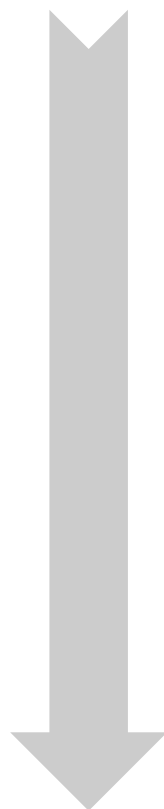
<p>Workstream 3</p>	<p>Identify existing groups of CYP, ensuring groups include those who are representative of marginalised CYP, with whom health strategies can be discussed, ensuring they are reflective of Manchester's CYP population.</p> <p>Identify teams within the workforce to undertake training to strengthen and expand the means of children's inclusive participation in the development of strategies.</p>	<p>Work with CYP to agree an approach for how their views and experiences are incorporated into strategies around health and wellbeing.</p> <p>Train workforce on meaningfully engaging with CYP.</p>	<p>Identify health and wellbeing strategies and engage with CYP who are representative of Manchester to shape the strategies.</p> <p>Incorporate the views and experiences of CYP.</p>	<p>Work with CYP to create and implement a mechanism by which CYP and steer and scrutinise the delivery of the strategies.</p>	<p>CYP, including those from communities acutely impacted by inequalities, are able to influence and inform the development and ongoing delivery of health & wellbeing strategies.</p>	<p>% of CYP involved in mechanism to steer and scrutinise the delivery of the strategies who report feeling that their views and thoughts are respected and are able to meaningfully steer the direction of delivery.</p>
<p>Impact (Progress Indicators)</p> <p>Workstream 1</p>	<p>Priorities agreed</p> <p>Workforce mapping conducted</p>	<p>Action plan co-developed.</p> <p>% of families who participated in co-development activities, who feel that their</p>	<p>Delivery of the action plan is taking place via various groups.</p> <p>Principles co-designed</p>	<p>Established principles are applied to further identification of priorities.</p>		

		views were taken into account. Training conducted - % of workforce who feel they understand how to apply a CRBA in their context.				
Impact (Progress Indicators) Workstream 2	Key priority areas identified. Mapping activity conducted.	CYP section of all-ages mental health and wellbeing strategic plan produced. Training conducted - % of workforce who feel they understand how to apply a CRBA in their context.	# of interventions/activities delivered as part of the plan and lessons learnt from initial children's feedback	% / # of strategies that utilise the agreed mechanism correctly.		
Impact (Progress Indicators) Workstream 3	Groups of CYP identified. Workforce to be trained identified.	Approach to CYP's engagement agreed. Training conducted - % of workforce who feel they	% of CYP involved in engaging with strategies who report feeling that their views and thoughts are meaningfully considered and used to influence these strategies	% of CYP involved in engaging with strategies who report feeling that their views and thoughts are meaningfully considered and used to influence		

		understand how to apply a CRBA in their context.		the delivery of strategies.		
Means of verification (MoV) Workstream 1	Summary of priorities and supporting notes of engagement with families. Map of key workforce and development needs	Action Plan. Perception data. Training logs and feedback data.	Notes from delivery groups'	Case studies of application.		Perception data
Workstream 2	Summary of priorities and supporting statements of engagement with CYP. Map of current approaches, workforce training needs and current inequalities.	Strategic plan with reference to how CYP influenced the strategy. Training logs and feedback data.	A list of interventions/activities delivered Lessons learnt from children's initial feedback	Review data. Case studies.		Bee Well Survey & Perception Data
Workstream 3	List of groups of CYP. Workforce development plan.	Summary of approach to engagement with CYP and how CYP have informed this approach.	Perception data. Case studies.	Perception data. Case studies.		Perception data. Case studies.

		Training logs and feedback data.				
Summary assumptions	<ul style="list-style-type: none"> • Opportunities to refresh strategies and policies using child rights will occur during CFC programme cycle • There is appropriate resource to drive, coordinate and deliver the action plan • Organisations working with children across the city are engaged in, and support the delivery, of the action plan such as rolling out children's rights training across their workforce. 					
Equal & Included	<ul style="list-style-type: none"> • Healthy Badge will link to principles and work of Making Manchester Fairer Strategy • Manchester will further develop inclusive approaches to engagement that enable all young people at neighbourhood, ward, and citywide levels to represent their view across a broad range of issues, relating to their health • All elements of the action plan will work with children, young people and families across the city, but at a different scale and intensity depending on the need in each part of the city and community • We recognise that more resource may have to be allocated to engagement activity with children and families who may not traditionally engage with health services • We will take an equality and human rights-based approach which will include non-discrimination as a key aim. Building an understanding of implicit bias into our approaches to improve service design, delivery, and outcomes. Our approaches are CYP-centred, thus ensuring they are treated with dignity and respect and as individuals whose specific needs are understood. • This rights-based approach will include the 7 principles of the CRBA and also consideration to the following; <ul style="list-style-type: none"> • Participation – making necessary arrangements for service users, local communities, and staff to take part in policy development and service design • Accountability – monitoring of how people's rights are being affected, and remedies when things go wrong • Non-Discrimination and Equality – all forms of discrimination must be prohibited, prevented, and eliminated. People who face the biggest barriers should be prioritised. • Empowerment – people, groups and communities have the power and understand their rights, in order to make a difference • Legality – approaches should be grounded in and comply with equality and human rights legislation 					

TIMELINE & KEY MILESTONES



2022	Q1	
	Q2	
	Q3	
	Q4	Applied for and accepted onto UNICEF UK Child Friendly City programme announcement at the December Full Council
2023	Q1	Implement CFC scrutiny structures and design plan phase 1
	Q2	Start Discovery Phase & Roll out Child Right's Training
	Q3	11, 000 children and young peoples views were gathered and analysed
	Q4	<ul style="list-style-type: none"> • Discovery phase concluded, badge rationale submitted and announcement at full council • Member Briefings commenced • Action planning Workshop took place • CRIA training rolled out • Action plan submitted to Scrutiny and Executive (March 2024)
2024	Q1	Formal communication around the Action Plan / Child Friendly Version of the Action Plan is developed
	Q2	Refresh of the Children and Young Peoples plan Launch of Manchester's 10 year cultural strategy
	Q3	First 6 month Review meeting Launch of the Refresh of the Our Manchester Strategy (10 year plan)

	Q4	
2025	Q1	Progress Review Meeting New round of youth and play commissioning
	Q2	
	Q3	Progress Review Meeting
	Q4	
2026	Q1	Progress Review Meeting
	Q2	
	Q3	Start the recognition process
	Q4	