

MANCHESTER CITY COUNCIL

COMMITTEE: Executive
DATE: 15 March 2006
SUBJECT: Children and Young People's Plan 2006-09
REPORT OF: The Children's Board

PURPOSE OF THE REPORT

To seek approval for Manchester's Children and Young People's Plan.

RECOMMENDATIONS:-

The Committee is asked to approve Manchester's Children and Young People's Plan 2006-09.

FINANCIAL CONSEQUENCES FOR THE REVENUE AND CAPITAL BUDGETS

The Plan sets out in strategic terms how resources will support the high level actions and hence deliver improved outcomes for children and young people. There is a particular emphasis on prevention and earlier interventions throughout the Plan, which is primarily intended to improve outcomes, but will also result in a more effective use of the finite resources available to the city.

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- Graham Mellors, Head of the Joint Children's Unit, Tel: 234 7086 – g.mellors@manchester.gov.uk

BACKGROUND DOCUMENTS

LOCATION

Towards Unified Children's Services – report to the Children and Young People Overview and Scrutiny Committee (15/7/03) and Executive (23/7/03)	Pauline Newman, Director of Children's Services, – 0161 234 3804
The Children Bill 2004 – report to the Children and Young People Overview and Scrutiny Committee (6/4/04)	Graham Mellors, Head of the Joint Children's Unit - 0161 234 7086
Integrating Children's Services – progress report – report to the Children and Young People Overview and Scrutiny Committee (6/4/04)	Graham Mellors, Head of the Joint Children's Unit - 0161 234 7086
Every Child Matters – overview of national developments and implications for the local change programme - report to the Children and Young People Overview and Scrutiny Committee (8/2/05)	Graham Mellors, Head of the Joint Children's Unit - 0161 234 7086
Children and Young People's Plan 2006-09 - Report to the Children and Young People Overview and Scrutiny Committee (10/1/2006)	Graham Mellors, Head of the Joint Children's Unit - 0161 234 7086
Respect Action Plan – report to Executive (18/1/06)	Steve Mycio, Deputy Chief Executive (Performance) – 0161 234 3031

1. Background

- 1.1 Members will already be aware that the Children and Young People's Plan (CYPP) is one of the new statutory requirements set out in the Children Act 2004. Like all areas, Manchester must have a Plan in place by the end of March 2006. The duty to produce the plan falls within the remit of the Director of Children's Services although it must be produced with partners. It replaces 16 statutory and non-statutory plans, most of which come from the education sector (e.g. the Behaviour Support Plan, the Education Development Plan).
- 1.2 The plan should be the single, strategic, overarching plan for all local services for children and young people. It should set out the agreed vision for children and young people in the area and identify children and young people where outcomes need to be improved and how this will be achieved. It should not be a detailed operational plan and must be underpinned by business plans.
- 1.3 The CYPP should be the only strategic plan for children and young people, owned by the city and the Manchester Partnership. The Plan takes account of wider developments being led through the Manchester Partnership, particularly the review of the Community Strategy. The children and young people's block of the Local Area Agreement will be entirely consistent with the CYPP. The Plan refers to work on inter-agency governance (one of the key dimensions the Government expects to see in the children's trust approach), including a further specification of the relationship between the Children's Board and the Manchester Partnership. The working relationship between the Children and Young People's Thematic Partnership and several of the other Thematic Partnerships has been strengthened through the identification in the Plan of shared work programmes that contribute both to the outcomes for children and young people and the city as a whole.
- 1.4 The CYPP also confirms tackling anti-social and promoting pro-social behaviour as key priorities for children's services over the next three years. It sets out activities that will take forward the Government's recently published Respect Action Plan. Children's Services have been centrally involved in the work in Manchester, such as the Trailblazer and Positive and Responsible Parenting Strategy, which is both consistent with and has influenced the Government's thinking in this area.

2. Development Process

- 2.1 The Children's Board published a consultation draft of the CYPP on 14 October 2005. A wide ranging consultation process followed, including with children, young people and parents. A further draft of the Plan was taken to the Children and Young People's Scrutiny Committee early in January.

- 2.2 Between January and mid-February there has been a process of fine-tuning the Plan while at the same time seeking formal endorsement from a number of key partners such as the Boards of the Primary Care Trusts. While a large number of comments have been generated through the consultation process, the overall direction and thrust of the Plan has been consistently endorsed and is now submitted to Executive for final approval.
- 2.3 It is important to note that the Plan will continue to be a living document even after submission to Executive. In particular, it will be important the Plan is consistent with the outcomes of the Joint Area Review process. The Plan will also need to take account of the changing national agenda, including, for example, the outcome of the debate about the proposed new education White Paper. Government expects the first set of Plans to be in part developmental and that some aspects of the Plan will require further work.

3. Consultation Process

- 3.1 The consultation process had a number of dimensions.
- 3.2 The draft of the CYPP has been made widely available through extended circulation and the Internet. A response pro-forma has been provided several agencies, individuals and groups have responded, including:
- Professional groups such as Community Paediatricians, Educational Psychologists, Physiotherapists and School Nurses.
 - Head teachers, the Emotional, Behavioural and Social Difficulties Federation of Schools and the Manchester Governor's Association.
 - Various voluntary sector organisations and providers
 - Agencies such as Connexions, the Learning and Skills Council and Manchester Enterprises.
 - The regeneration partnerships, the Cultural Strategy Team, Sure Start and the Drug and Alcohol Action Team.
 - A range of staff and officers, mostly in the Local Authority and the Primary Care Trust
- 3.3 Existing networks and meetings have been used wherever possible. So for example, the Plan has been discussed within the established consultation arrangements for schools, cascaded through the hierarchy of team meetings within services been taken to most of the LSP Thematic Partnership and discussed within the Area Child Protection Committee and various special interest and professional groupings, especially in the health sector.

- 3.4 The Children and Young People Partnership has been restructured into a single main group and sub-groups based on the 5 Every Child Matters outcomes (be healthy, stay safe, enjoy and achieve, positive contribution and economic well-being). The first meetings of the sub-groups focussed on the CYPP and they will continue to have a central role in developing, implementing and monitoring the Plan. Members of the Partnership are:
- Local Authority services – Children’s Services (including Children’s Fund and Sure Start) and the Library Service.
 - Manchester and Manchester Children’s Hospital
 - Cllr Jeff Smith and Cllr Basil Curley
 - Manchester Enterprises
 - Community Network
 - Connexions
 - Education Business Partnership
 - Child and Adolescent Mental Health Services
 - Learning and Skills Council
- 3.5 Three special partnership events have been organised this year to examine how the statutory and non-statutory sectors can work better together to improve outcomes for children and young people. The outcomes of these events have been fed into the CYPP.
- 3.6 A range of activities to engage children and young people in the CYPP, coordinated on behalf of the Children’s Board by the Children’s Fund. Activities have included:
- a collation of the outcomes of consultations that have taken place over the last two years;
 - district based events linking school councils and the Manchester Young People’s Council;
 - a questionnaire undertaken in the assemblies of 12 primary schools;
 - six focus groups at different ages, targeted activities for specific groups such as disabled children, asylum seeking children and young people not in education, employment or training;
 - a project definition workshop of 12 young people to help determine a longer term engagement strategy (featured in the Positive Contribution section of the Plan as a Key Action).
- 3.7 The Positive and Responsible Parenting Board coordinated a number of parent focus groups on the CYPP involving about 150 people in total. Information arising from consultation with parents linked to Extended schools has also been taken into account.

4. Consultation Outcomes

4.1 Some headline themes that have emerged from the consultation process involving agencies, partnerships and staff:

- overwhelming support for the vision of the CYPP and increased integration of children's services;
- earlier drafts of the Plan were considered to be too negative – it was felt that there should be a greater emphasis on play and participation in cultural, sporting and leisure activities;
- there is a strong consensus regarding the importance of supporting parents and families, especially in respect of communication and self-esteem;
- the content of early drafts of the Plan was weighted too much towards local authority services;
- while the structure of the Plan was supported, early drafts were considered to be too long, inconsistent in style and difficult to read in parts.

4.2 The early headlines emerging from the consultation with children and young people are:

- the need for more local opportunities to take part in active leisure and play is given a high priority;
- friends and family are most important for good mental health;
- concerns about safety are high and 1 in 10 primary aged pupils surveyed said the **never** felt safe;
- there are high levels of concern about alcohol misuse, a desire to ban smoking, and a reported need for more sex education;
- secondary aged young people reported feeling intimidated by older peers as a key factor in how safe they feel;
- There were divided opinions over whether schools should provide a range of community services;
- better school facilities and playgrounds, a wider variety of activities at school and support for starting secondary school were all given a high priority;
- when asked how often they felt they had a say, about 60% of children and young people said either never or only sometimes;
- young people place value on increasing work experience opportunities.

- 4.3 Parents agree with the five outcomes, but want to add “Be Happy”, “Be Confident”, “Have Choices” and “Have Equal Opportunities”. Many parents think their children will not achieve the five outcomes. They worry about staying safe, getting good qualifications, and getting a good job. The most frequently raised issues included:
- Parents want better communication about what’s on and where to get support, and for services to value parents and children’s views. In particular, parents of children with special needs felt the system was confusing. Parents from ethnic minorities could feel their culture was not recognised or valued. Many, but not all, primary schools are good at involving and valuing parents. Few of the parents consulted felt that they are valued by secondary schools.
 - Parents worry about transition into school, especially to secondary school. In the view of the parents consulted, there is not a choice of good secondary schools, and several had changed their religion to get into a good primary school. They valued classroom assistants and 1:1 support for children. Parents of children in new build schools were really positive about the difference this has made.
 - Parents wanted good, hot food for their children at lunchtime. School dinners were seen as expensive and poor quality. Parents feel children aren’t properly supervised at lunchtime and they worry about bullying – in school, at playtime, and on buses.
 - There are long waiting lists for nursery places in some areas and for therapy services (up to 2.5 years)
 - Parents want cheap, local, sport and leisure and after school activities for children, and for families to do together. Most think there isn’t enough for teenagers to do. They want safe play areas and good quality affordable childcare. Parents often feel their area is unsafe, including parks. They worry about drugs, crime, gangs and traffic
- 4.4 The Children and Young People’s Scrutiny Committee made a number of comments on the January draft of the Plan:
- The emphasis on Mental Health, Volunteering and Young Carers should be strengthened. More specifically, the high-level performance measures should include one for Mental Health, and the action relating to Young Carers should be made more concrete.
 - Make clear that there are more specific targets (such as those for attainment of black and minority ethnic pupils and fixed term exclusions) by either including them in the body of the Plan or cross-referencing to other plans.
 - Analyse the causes of high levels of mobility and place greater emphasis on homelessness.
 - Consider options for a more positive high-level performance measure of children and young people’s engagement.

4.5 These comments have been, as far as possible, taken into account in the final version of the Plan submitted to this committee. It is, however, important to note that the Plan is strategic and cannot deal with all comments. The challenge for the Children's Board is to ensure the matters raised are dealt with appropriately and there will be a follow up exercise to go through all the issues raised, especially by children, young people, parents and staff, and ensure they are picked up and responded to by the right agency or partnership.

5. Conclusion

5.1 Members are asked to note the process that has led up to the submission of the first Children and Young People's Plan to Executive. Members are also asked to approve the Plan.

CHILDREN AND YOUNG PEOPLE'S PLAN

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OUR CITY AND OUR PLAN

Welcome to Manchester's first Children and Young People's Plan. This section gives some key facts about Manchester and explains the background to the Plan.

THE CITY

Manchester is a city with 437,000 inhabitants and lies at the heart of the Greater Manchester conurbation that has a population of 2.48 million. Our city is experiencing sustained regeneration and serves a residential and economic area that extends far beyond its boundaries. Yet a great many of our neighbourhoods also experience high levels of deprivation. In the 2004 Index of Multiple Deprivation, the city was ranked the fourth most deprived area in the country. Our main challenge is to ensure access to the benefits of economic success for all our residents, including children and young people.

CHILDREN AND YOUNG PEOPLE

According to the 2001 Census, 27% (about 107,000) of the city's population are aged 0-19.

Almost 28% of children and young people in Manchester are from a black and minority ethnic group, compared with around 19% of the population as a whole. The largest ethnic groups to which children belong are Pakistani (9.3% of children), Black African (2.3%) and Black Caribbean (2.0%). There are also substantial proportions from a mixed ethnic background (7.0%). The 2005 census of the school age populations identifies over 33% from minority ethnic groups and 150 languages spoken in our schools

There are about 2,800 disabled children registered voluntarily with the Multi-Agency Partnership (MAP) that provides a range of advisory and support services. MAP takes a wide definition of disability and not all parents who have a child with special needs choose to register.

500 children are known to the Disabled Children's Teams and receive a range of additional services, such as respite care and support from specialist health and social care professionals.

At the end of December 2005 there were just over 1,447 looked after children and young people in the city. 122 of whom were unaccompanied asylum seekers.

The high levels of deprivation in the city impact on children and young people. For example:

- 28.1% of households with children received free school meals (2005 benefits data)

- 53.3% of children were born to a single parent, compared to a figure of 40.9% in England (ONS 2003). 39.8% of households with dependent children are lone parent households (2001 Census)
- The average for pupil mobility in 2004/05 was 18% (this refers to pupils that change school over and above the usual times that this happens). Nearly half of Manchester schools have mobility of more than 20%, with 24 of these having a rate of more than 30%.
- In 2004, 9.6% of births were low weight in 2004 compared to 7.9% nationally, and the infant mortality rate was 8.2 compared to the national average of 5.1.

WHY HAVE THIS PLAN?

Everyone can see that life for children and young people in the 21st century has changed. There are great opportunities but a lot of pressures too. In Manchester we want everyone to take part and be the best they can be, especially the young people of the City. They are the future, and matter now. Across the country there has been a lot of thinking about what life is like for children and young people. Groups were asked what they thought was important. They said that five things really matter. These became the 'five outcomes' now law in the Children Act of Parliament 2004. The five outcomes are being healthy, staying safe, enjoying and achieving, making a contribution to the local community and achieving economic well-being.

A local consultation was carried out with children and young people regarding the five outcome areas of the plan. The findings from this have been fed into and informed the key priorities and actions. Work is continuing with children and young people to ascertain the responsibility they have to implement the plan and their involvement will be monitored across the three years.

The Children's Plan describes the way we will improve these outcomes. Different services, like health, education and social care will show in the plan how they are joining together so they make sense to people using services, and consider the whole person.

WHO AND WHEN IS IT FOR?

The Plan covers April 2006 to March 2009 and is for all children and young people aged 0-19. However, the plan is not meant to cover everything that happens because it would be too big. We have tried to make it short enough to be readable because that is what young people say we should do. It is also because Children's Plans must home in on making things better. For this a lot of evidence, facts and figures about how we are doing, have been used.

HOW WILL IT BE PUBLISHED?

Full copies of the Plan will be circulated to partner agencies and groups using existing internal and partnership communication networks. The full version will be posted on the City Council website with links to partner websites as appropriate. Summary versions of the Plan will be designed and made widely

available through libraries, schools, children's centres and other public venues. There will be versions specifically targeted to children and young people. Versions of the Plan will be available upon request in the appropriate community languages and other accessible formats.

CONSULTATION PROCESS

Parents agree with the five outcomes, but want to add "Be Happy", "Be Confident", "Have Choices" and "Have Equal Opportunities". Many parents think their children will not achieve the five outcomes. They worry about staying safe, getting good qualifications, and getting a good job. Parents want better communication about what's on and where to get support, and for services to value parents and children's views. They want every parent and child to have a voice, and also opportunities for parents to meet, talk to and support each other. Parenting classes should be available across the city and are important for fathers as well as mothers. Parents of children with special needs feel the system is confusing. Some parents from ethnic minorities feel their culture is not recognised or valued. A number of parents feel that distribution of resources is unfair in some way – that badly behaved children get rewards which are not available to well behaved children, that children who are less able to communicate (because of English as a second language, special needs or just shyness) get less attention than those who are more demanding, that those living outside regeneration areas miss out on funding and services. Several groups suggested that there should be a Sure Start for older children.

STRUCTURE OF THE PLAN

The Plan starts with a vision statement for children and young people's services and explains some of the key service developments for the next 3 years. A set of 'top 20' measures are proposed that will be used to check progress. The following sections of the Plan take each of the 5 outcomes and explain what they mean in more detail, what the current position is and what we need to do to improve. The Plan finishes off with a section on the use of resources, and performance and service management.

VISION FOR THE CITY'S CHILDREN'S SERVICES

We want Manchester to be a great place to live and learn. We want every child and young person to achieve their full potential and benefit from and contribute to supportive neighbourhoods. This means children and young people must have the self-confidence, ability and ambition for a successful and fruitful adult life. All children and young people need to be in a position to make real choices about their future.

Manchester is a vibrant and highly diverse city, recognised across the country, and the world, as a place of exciting opportunities for work and leisure. Major regeneration is underway and the future holds much promise. Against a backdrop of comparatively high levels of deprivation and some historical inequalities, one of the biggest challenges for the city at present is to make sure that everyone who lives here is able to take advantage of the opportunities, which are here now and on the horizon. For our children and young people, this means having the skills, abilities, self-esteem and positive outlook to get good jobs and be successful in adult life. Services in the city will help children and young people to maximise their chances in life by being of the highest quality, effective and value for money. We aspire to meet the needs of all children and young people, whatever the degree of their need, within the City.

The test of success for this plan will be the degree to which outcomes and life chances improve for all children and young people in Manchester. The city has adopted the national framework for measuring outcomes. Known as the Every Child Matters five outcomes, they have been developed following national consultation with children and young people about what was important to them. They said they wanted to be healthy, stay safe, enjoy and achieve, participate and have a say, and enjoy economic well-being

Delivering these outcomes for all children and young people is key to the continued success of Manchester as a regional, national and international economic and cultural center. We have an important role to play in establishing neighbourhoods in which families choose to live, learn and play. Furthermore, creating neighbourhoods of choice will generate a culture that help all children and young people thrive be safe, healthy, happy, and make a positive contribution to their communities.

MANCHESTER'S COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

The Children's Plan is central to Manchester's wider priorities for economic success for all citizens and closing gaps in outcomes. For coherence, the Children's Plan itself is a central section of the City's draft 2006 Community Strategy, which is based on a review of the Community Strategy of 2002.

The new Community Strategy focuses on three core spines of activity:

- Achieving potential through education and employment;
- Creating neighbourhoods of choice; and

- Mutual respect, individual and collective self-esteem.

We have strengthened the Community Strategy with a Local Area Agreement. This is a set of very specific improvements that all partners in the City, through the Local Strategic Partnership, sign up to. Through the Agreement, national Government is asked to allow Manchester freedom to innovate to make big improvements.

The Children and Young People's Plan and the Local Area Agreement cover the same period and are fully integrated. Both have a focus on district or area based working. The Agreement will bring added value by continuing the improvement of outcomes for children and young people as key priority across the Manchester Partnership. The top level measures in this Plan and the targets in the Local Area Agreement are entirely consistent. There are some differences - the Plan has a wider range of measures and the Agreement includes a few targets that are nationally required but lie in business plans beneath the Plan.

The regeneration partnerships and programmes in the city have a long track record in supporting children and young people. In particular, Wythenshawe North East and North West Manchester have led the way. With Education Action Zones and Sure Start programmes integrated into the regeneration programmes from the start, both areas have more recently both informed and led pilots for some of the new ways of working in children's services. Children and young people are central to all the regeneration frameworks that now cover the city. For example, in Central East and Central West districts a Youth Strategy is being developed with the involvement of young people to inform the future commissioning and provision of services for young people aged 11-19. Partners include the South Manchester Regeneration Team, New East Manchester, Manchester Youth Service, Central Manchester PCT, Greater Manchester Police, the Children's Fund and the Extended Schools team.

The links between the Children and Young People's Plan and other plans that lie under the Community Strategy and Local Area Agreement are summarised in Appendix 1.

TOP LEVEL MEASURES

The Plan sets out the top level measures of performance that matter to Manchester. The measures chosen are intended to give an overview of progress across all the outcomes in the Plan. Many other measures will continue be used by to monitor progress in more specific business plans that lie underneath and support this Plan. The top level measures are set out below.

BE HEALTHY

High level performance measure	Current performance (05/06)	Targets		
		06/07	07/08	08/09
Increase the proportion of mothers initiating breastfeeding	57%	59%	61%	63%
Reduce the number of low birthweight babies	9.4%	9.0%	8.5%	8.0%
Reduce the proportion of women smoking during pregnancy	25%	24%	23%	22%
Increase uptake of 2 year old children who receive MMR vaccinations	88.6%	90%	95%	95%
The proportion of 16-17 years olds with mental health needs be supported by developmentally appropriate services	Both of these measures require more work on the definition, baselines and future targets. This will be done during the course of the first year of the Plan. The work on childhood obesity will follow recently published Department of Health guidelines.			
Reduction of childhood obesity				

The following figures are in calendar years

	Baseline 1998	Current performance 2003 (2004 data end Feb 06)	Targets		
			2006	2007	2008
Reduce the under 18 conception rate (number per 1000) by 55% by 2010 (baseline 1998)	61.3	65.9	49.5	44.0	38.5

STAY SAFE

High level performance measure	Current performance (05/06)	Targets		
		06/07	07/08	08/09
Out of cases initiated due to parental drug or alcohol misuse, reduce the proportion that enters into care proceedings.	Note – new measure – baseline will be available by 15 March at latest. Targets to be agreed by end March at latest			

The following figures are based on calendar years.

	Baseline (1994/98 average)	Current performance 2004 (2005 data end Feb 06)	Targets				
			2006	2007	2008	2009	2010
Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions by 50% by 2010 (baseline – 1994/98 average)	71	42	48	45	42	39	36

ENJOY AND ACHIEVE

All the following figure are based on academic years.

High level performance measure	Current performance (04/05)	Targets		
		05/06	06/07	07/08
Primary school attendance	93.5%	94.6%	94.3%	94.4%
Secondary school attendance	88.9%	90.1%	90.3%	90.4%
To increase by 2% annually the number of children achieving a good level of development at the end of the Foundation Stage in <ul style="list-style-type: none"> • Communication, language and literacy • Personal, social and emotional areas of learning 	53%	55%	57%	59%
	77%	79%	81%	83%
Reduce the number of schools in which less than 50% of pupils achieve Level 5 or above at Key Stage 3 (age 14) in each of English, Maths and Science.	13	9	4	0
% pupils achieving 5+ A*-C GCSEs and equivalent (Key Stage 4)	43.9%	49%	51%	Will be set by February 2007
Children leaving care with 5 A* -C GCSE/GNVQ	11.3%	4.1%	15%	

POSITIVE CONTRIBUTION

High level performance measure	Current performance (05/06)	Targets		
		06/07	07/08	08/09
% of children and young people aged 10-17 served with an ASBO who do not breach in 6 months	32.7% (projected)	36.3%	40.0%	43.7%
To reduce the percentage of people who perceive high levels of disorder to lower than the baseline year	Baseline to be set by Residents Survey carried out in 2005/06; target and projections finalised May 2006			
Youth offending Team measure for the reduction of re-offending	Awaiting confirmation measure and data from YOT. Targets are set by the Youth Justice Board			
Participation in volunteering	A baseline will be established for both these measures through the launch of an annual survey of young people during 2006/07. Both mirror similar measures for the adult population being used to inform Manchester's revised Community Strategy.			
% of young people surveyed who feel they can influence decisions in their area				

ECONOMIC WELL-BEING

All the following figures are based on academic years

High level performance measure	Current performance (04/05)	Targets		
		05/06	06/07	07/08
Percentage of 16-18 year olds not in education, training and employment	16.4%	10.9%	10.5%	9.8%
Percentage of 19 year olds achieving NVQ level 2 or equivalent.	04/05 figures available by end Feb: (03/04 - 60%)	65.5%	tbc	68.5%

SERVICES FOR CHILDREN AND YOUNG PEOPLE – CHILDREN’S TRUST ARRANGEMENTS AND IMPROVEMENT STRATEGY

Delivery of the vision and priorities will be underpinned by a strategy to establish Manchester’s children’s trust arrangements while maintaining the current focus on improving services. The goals of this strategy are to:

1. Fully integrate the planning, commissioning and delivery services in districts and neighbourhoods so that they make more sense and are more effective from the point of view of children, young people and families;
2. Manage services so that they have more capacity to respond when children, young people and families first show signs of needing extra support;
3. More effectively support, and where necessary challenge, parents, families and young people at all levels of need as a key strategy that we know will pay dividends across all five outcomes;
4. Ensure services are inclusive and brought closer to home by delivering from local venues such as schools, children’s centers and libraries;
5. Give children, young people and parents and carers more of a say in planning, delivery and evaluation of services;
6. Combine strong leadership, shared responsibility and accountability across all partners to make sure services are excellent and work together to deliver improved outcomes for all children and young people’s services

The Government has set clear deadlines for establishing children’s trusts. Most areas should have a children’s trust by 2006 and all areas by 2008. Local areas have flexibility but all children’s trusts arrangements will be characterised by:

- integrated service delivery;
- integrated processes such as information sharing and assessment;
- integrated planning and commissioning;
- a common governance system for ensuring services perform as required.

The Government expects that children’s trusts will be led by local authorities. The Director of Children’s Services will be accountable for the services provided by the children’s trust, and the lead member for children will be politically accountable.

Manchester is on time for delivering the children’s trust and the key elements of our strategy are set out below.

1. INTEGRATED PLANNING, COMMISSIONING AND DELIVERY

During 2005 new district and locality boundaries were agreed that bring together operational boundaries of the main agencies – see next page.

CHILDREN AND YOUNG PEOPLE'S TEAMS

Over the course of the next 18 months, integrated service delivery will be progressed through the new multi-agency Children and Young People's Teams. The teams will bring together a range of workers from agencies such as social care, education and health to deliver services to all children, young people and their families. Services will be delivered from a range of easily accessible venues for example Schools, Health Centres or Sure Start Children's Centres. The teams will work with other agencies in the locality to support and safeguard children and young people. A multi-agency project team is in place to deliver the change programme.

Building on the work that has been undertaken to date, two city-wide co-located multi-agency teams will also be established, one for Homeless Families and another for children with disabilities. The Children and Young People's Teams will draw down specialist support from these multi-agency teams and other services

Key to the success of the teams will be the successful integration of processes. This includes the implementation of the Common Assessment Framework (CAF), the Lead Professional role and the Child Index. Through improved information sharing and a common approach to assessing children's needs, all children and young people will get access to the universal education and health services to which they are entitled. Children and young people with additional needs will get the right services at the right time. Through the teams, packages of support and protection will be planned to ensure children and young people are able to meet their full potential in everything they do.

SURE START

The government's vision is that there will be a Sure Start Children's Centre in every deprived neighbourhood, delivering joined-up core services to local children and their families. Childcare must be provided for 48 weeks of the year, five days per week and for ten hours a day and must be fully inclusive, supporting children with special and additional needs and their carers. The target for the Children's Centres Programme for Manchester, set by the government, is that it should lead to the creation of 1,090 new childcare places by 2006. A number of Sure Start Children's Centres are already in operation across the city, others are in the process of planning or construction. All Sure Start Local Programmes are being supported through a transition process to become SSCCS.

Children's centres will act as a service hub within the community for parents and providers of childcare services for children of all ages, offering a base for childminder networks and a link to other day care provision, out of school clubs and extended schools. They will also work in partnership with local training and education providers, Jobcentre Plus, the Children's Information Service, health services and family support services to ensure that services reach the most vulnerable families in our communities.

DISTRICT COLLABORATION

Services will be brought closer to communities and to children and young people by placing more and more responsibility for planning and delivery at the district level. District collaboration will mean agencies thinking beyond a service or institution view, to see the needs of children and the best way of meeting them within a district context.

District Boards are being established at which key local managers, representatives from schools and the voluntary sector are coming together to share information and resources and plan ahead. Strong links are being made with regeneration teams and ward co-ordination. Each district will be working on a district children's plan and commissioning strategy.

District working has been piloted in North East Manchester and Wythenshawe and both areas now have interim Board arrangements in place. Starting with the North West, the remaining districts will have Boards in place by the end of 2006/07. District based integrated commissioning will be operating across the city in time to have a full impact on the 08/09 budget planning cycle.

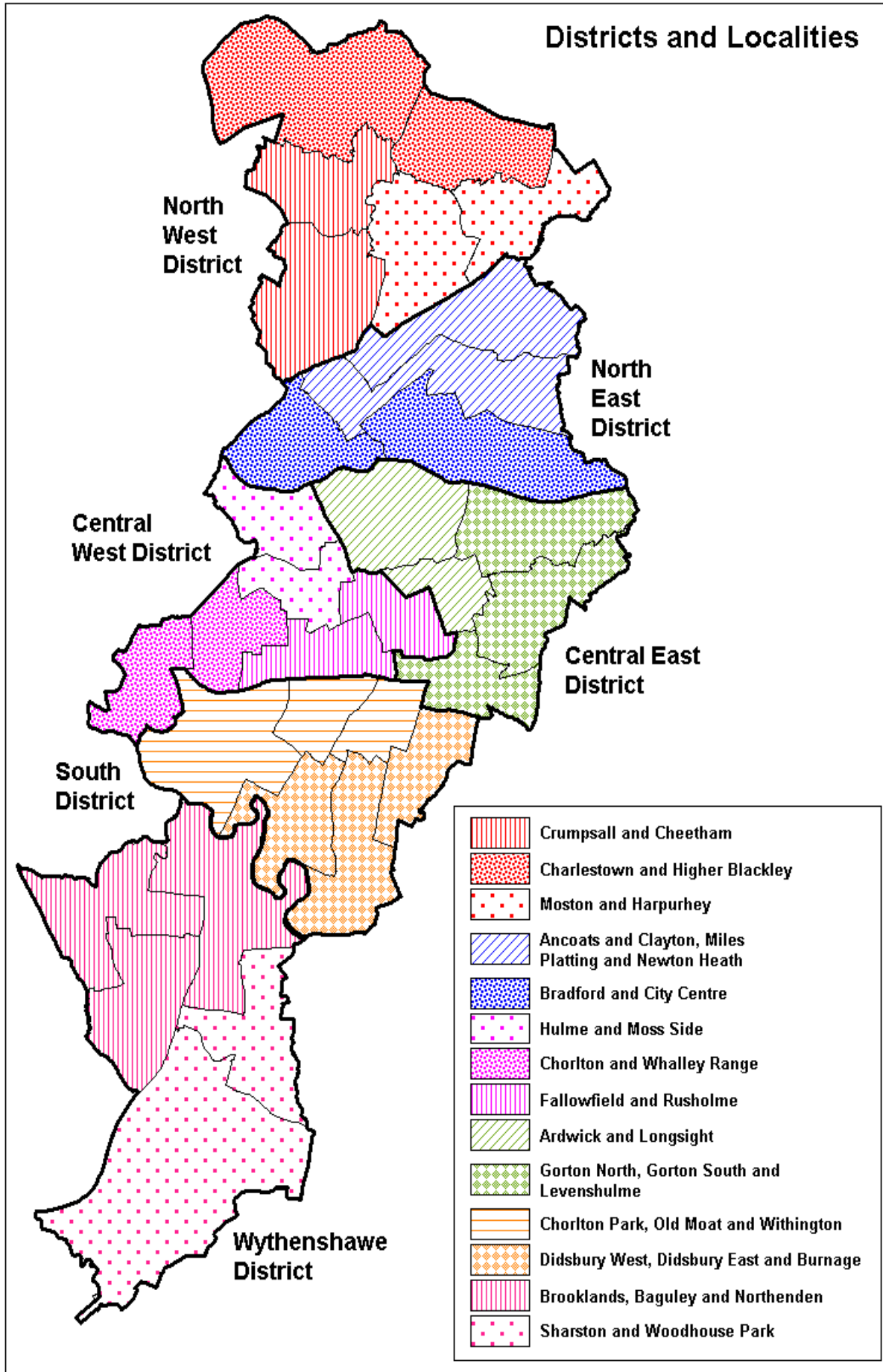
2. PREVENTION AND EARLY INTERVENTION

Refocusing towards earlier intervention and prevention is at the heart of Manchester's move towards Integrated Children's Services. However, in a city with the high levels of need experienced in Manchester, this refocusing is far from straightforward or easy to achieve. High levels of need mean that, on average, children in Manchester are exposed to a higher number of risk factors and lower number of protective factors. These high levels of need have tended to pull services towards "heavy end intervention". The challenge is to intervene earlier while also dealing with the high levels of complex needs.

The Children's Board has led the development of a clear, shared vision around the importance of prevention, and there is a widespread commitment to make this work. Prevention and early intervention feature throughout this Plan, but the strategy is built on a number of core elements. More effective multi agency working at a district level will provide a local forum for decisions about refocusing and implementing good practice. These decisions will be underpinned by better information sharing which will feed evidence of need, existing provision and impact into local commissioning processes. In 2006/07, district partnerships will use Children's Fund funding to commission preventative services including parenting and family support services that will lay the foundations for wider district-based Integrated Commissioning.

The multi-agency Children and Young People's Teams are at the heart of the prevention agenda, offering the opportunity to integrate services from universal through preventative to targeted and statutory interventions. Prevention will be supported through more effective information sharing, including effective early identification of need, prevention of children in need from "slipping through the net", reducing duplication of interventions, and enabling better planning and needs analysis at a district and citywide level.

Districts and Localities



The roll out of Children's Centres will continue the work the Sure Start Local Programmes have done to transform services for under fours. The area based programmes now cover around half the under fours in Manchester.

Schools are the largest universal service for children and have a central role in prevention. A good education is one of the strongest protective factors, and good relationships between schools, pupils and parents are fundamental. A good school is one that will help children to flourish and build resilience, confidence and ability to make a positive contribution to their community. Many schools have found that they can only improve academic results by addressing wider social and health issues as well.

Connexions has a key role in prevention by offering a universal service to all young people aged 13-19, and a strong targeted element for those who need more support.

Work with parents has been identified as a key strand of Manchester's approach to prevention and the Positive and Responsible Parenting Strategy is set out below. There are numerous existing developments that contribute to prevention that are described in the Plan, such as the Breastfeeding Strategy, the Teenage Pregnancy Strategy, the work of the Youth Offending Team, the Healthy Schools Programme, work set out in the Young People's Substance Misuse Plan and the Special Educational Needs and Inclusion Strategy.

Consultation on the Plan has highlighted that the large number of families relocate in and out of Manchester every year and the impact this has across all outcomes. For example, in half of our schools, a quarter of the pupils leave with others taking their place each year. In two schools, over half the children leave and are replaced. As a consequence, it has been agreed that, as part of our prevention strategy, we need to gain a more systematic and evidenced understanding of the causes of these high levels of mobility.

3. PARENTS AND YOUNG PEOPLE

POSITIVE AND RESPONSIBLE PARENTING STRATEGY

Consultation on the Children and Young People's Plan showed a strong consensus that parents and carers will play a key role in achieving each of the 5 outcomes for children in Manchester. Manchester has a well established multi agency commitment to promote effective parenting. A Positive and Responsible Parenting Board, chaired by the Director of Children's Services, was established in 2004 to ensure a consistent and effective approach to supporting good parenting in Manchester.

Early work on a Positive and Responsible Parenting Strategy focused on developing strong parenting skills. A comprehensive workplan was established through multi-agency workshops, conferences and consultation. The workplan covers all agencies working with children, from universal to early preventative work and statutory intervention. It includes:

- Improving access to information for all parents and carers, including leaflets for distribution through schools and health centres, parenting information points in libraries and web based parenting courses
- Widening access to parenting courses across the city and establishing a central point of contact for information on courses
- Working with universal services to define good practice and work towards an agreed level of provision
- Developing parenting classes for parents and carers of adolescents
- Looking at gaps in family support provision and how these can be met in Manchester
- Ensuring an assertive and effective approach to working with parents where children have or are at risk of anti-social or criminal behaviour
- Working to improve support for vulnerable parents and carers or parents of vulnerable children, including teenage parents, drug and alcohol misusing parents, parents with mental health difficulties, parents with learning disabilities, refugees and asylum seekers, and parents of children with learning difficulties or disabilities

As the workplan has developed, it has become clear that there is a need for a strategic approach to all work with parents and carers, not just the development of parenting skills. The Positive and Responsible Parenting Board has agreed to broaden the scope of the Parenting Strategy to ensure good practice in all aspects of interaction with parents. The full Parenting Strategy will be launched in September 2006, and will support all agencies to develop clear plans and performance management systems to monitor their work with parents and carers, and to detail their contribution to:

- Supporting parents and parenting
- Parenting, youth offending and anti social behaviour
- Communication and consultation with parents and carers
- Involving parents and carers in their child's learning, health and development
- Building on parents strengths (including routes to training, volunteering and employment)

YOUNG PEOPLE

The Government has recognised that the needs of young people have often been neglected. They have published Youth Matters, which includes measures to ensure the needs of young people are clearly identified and met by services within an integrated model. More recently the Government has published the Respect Action Plan, which is concerned, in part, with enabling young people to grow into responsible and active citizens. Manchester is at the forefront of this agenda as we know that services will have to tackle the very real local challenges of:

- poverty and disadvantage affecting so many of our young people
- the involvement of some of our young people in crime, youth nuisance, drugs and alcohol misuse
- fully involving young people who have a range of additional needs

The future plans in this area are covered in more detail in the Positive Contribution section of this Plan.

LOOKED AFTER CHILDREN

The City Council has accepted parenting responsibility for this group of children and young people who need additional support to improve their chances in life. They usually need help to catch up with other children in all 5 outcome areas. A Multi Agency Looked After Children's Team has been set up to ensure that all children's services work together to promote the safe care, education achievement and health and wellbeing of this vulnerable group. The team works to promote the role of corporate parent across the whole Council and with our partners in Health and Voluntary Services. This work is informing the development of multi agency children's teams. The main objectives for looked after children are:

- To provide them with a range of suitable and secure placements
- To improve their education achievement by narrowing the gap with other children and young people
- To improve their general and sexual health, the development of healthy lifestyles and access to Children's Mental Health services
- To provide access to a range of positive activities, including leisure, to help them with managing their behaviour
- To increase the numbers of young people in education training and employment as they leave care, particularly those accessing Higher and Further Education

4. INCLUSIVE SERVICES CLOSER TO HOME

INCLUSION

The principle of inclusion runs across all of this Plan. One aspect of this is the ambitious Special Educational Needs (SEN) & Inclusion Strategy that was agreed by the City Council in 2003. This has led to many more children with a range of special and additional needs now attending their local mainstream early years settings or schools. Eleven special schools/provisions have either already closed or are in the process of closing.

Special schools for children with more severe and complex needs have been retained and are in the process of being formally re-designated 'specialist support schools'. Specialist support schools have a role to work with mainstream settings/schools to support inclusion by providing;

- full-time and part-time places (*dual placement*) for children and young people with more complex special educational needs,
- a full range of teaching environments and opportunities so that children and young people on the specialist support school roll can take part in extended school activities
- outreach support for SEN children in mainstream schools
- opportunities for all children and young people on the specialist support school roll to have some experience of working in a mainstream setting.

An SEN Resourcing Strategy has been developed that will, when fully implemented, lead to more resources for 'predictable' SEN being delegated to

mainstream schools and settings. This will enable them to plan and make the appropriate arrangements for groups and individual children with SEN. Resources for more 'exceptional' SEN will be devolved to Districts and managed at district level through a District Inclusion Panel. District Inclusion Panels will link to District Boards and the district commissioning strategy. The SEN Resourcing Strategy will, over time, lead to a reduction in the number of statements of special educational need and reduce the present reliance on statements to trigger additional funding. In addition reinvestment of resources currently used to fund places in specialist out-of-City provision will be used to develop more specialist provision closer to home in Manchester.

The 'Building Schools for the Future' programme includes rebuilding the SEN secondary specialist schools. All will be built on the same site as a mainstream secondary school and a model of 'two schools under one roof' is being developed through the design processes.

Over the next eighteen months, the Multi-agency Teams for Children with Disabilities (MATChD) Project will bring together all services, and professionals working within them, to develop more effective approaches to joint working. This Project has strong links with the development of Children and Young People Teams and the Disabled Children's Teams will provide the specialist support and intervention for disabled children and young people as required.

Work is ongoing to improve transition from children's services to adult services and is based on a 'person centred' approach, that brings together health action plans and education plans within a single transition plan.

We need to improve the opportunities for all young people with learning difficulties and disabilities to gain meaningful employment opportunities, real choice in terms of how they spend their leisure time and where they choose to live.

To ensure that all initiatives for children and young people with learning difficulties and disabilities are coordinated effectively and that the voice of disabled children and young people is properly represented, a Learning Difficulties/Disabilities Board will be established. The Board will include representation from all the key agencies. It will have a direct link to the Children's Board and Children and Young People's Partnership and will provide the strategic lead in ensuring improved outcomes for all children and young people with learning difficulties and disabilities.

EXTENDED SCHOOLS

Extended schools offers an opportunity for schools and services to plan and deliver in an integrated way, which makes sense to the communities they serve. The Government's vision is to ensure that all schools provide access to a 'core offer' of extended services by 2010. The core offer comprises high quality wraparound childcare available from 8.00am to 6.00pm all year round, a varied menu of study support activities such as homework clubs, sport or special interest clubs, parenting support, swift and easy referral to a wide

range of specialist support services, and provision of wider community access to ICT, sports and arts facilities, including adult learning.

In Manchester we have been working on a coordinated response to ensure that the delivery of the core offer is done in partnership with a wide range of service providers, including schools. There has been an audit of existing provision in schools and childcare to identify gaps and stages of development which has informed agreement of an initial target of 27 (15%) schools delivering the full core offer by September 2006. Longer term targets will be based on district-based multi-agency planning, but the local timescale will be consistent with national targets which are as follows:

- by 2010 all parents of primary-age children will be able to access affordable childcare at or through their school from 8am to 6pm, all year round. This will be available in at least half of all primary schools by 2008.
- by 2010 all secondary schools will be open from 8am to 6pm all year round, providing access to a range of activities for young people such as music, sport and holiday activities. At least a third of secondary schools should be making this offer available by 2008.
- by 2010 all three and four year olds will receive 15 hours of free integrated early learning and care for 38 weeks of the year (increasing from the current 12.5 hours).

RECONFIGURATION OF SECONDARY HEALTHCARE

During 2005/06 the Greater Manchester Children, Young People and Maternity Services Network led a public discussion and consultation about new ways of working in Manchester to provide healthcare fit for the 21st Century. One of the fundamental principles driving the reconfiguration is that care should be provided closer to home. This has received widespread support and is entirely consistent with changes in across all children's services. At the time of writing this plan the outcome of the exercise was still being assessed but once they are agreed it is anticipated that the changes in provision will take 3 to 4 years to fully implement.

5. LISTENING TO CHILDREN AND YOUNG PEOPLE

It is recognised by all sectors that children and young people are key partners in the writing and implementation of the plan. Increased activity to ensure their engagement and participation of children and young people reflects the city's commitment to this area of work. There is a project team leading the work in this area backed up by a wider Participation Network made up of staff from all agencies directly involved in participation activities. The team is led by the Children's Fund and is accountable directly to the Children's Board.

A Children and Young People's Engagement Strategy is now in place. During 2005, a baseline assessment was carried out with all partner agencies that demonstrated that the vast majority of agencies are consulting with children and young people about their needs and aspects of their service delivery and specific initiative such as Building Schools for the Future. It was agreed that the next step was to develop appropriate and inclusive mechanisms to engage all children and young people in decision-making structures at both

district and citywide levels to ensure they are systematically informing the decisions that impact on their lives and their communities. This work is set out in the Positive Contribution section of this plan.

6. LEADERSHIP AND GOVERNANCE

Manchester recognises that the delivery of its vision for children's services will require strong and cohesive leadership to ensure successful implementation. A number of building blocks are in place. These include the centrality of the children's agenda at the most senior levels in all the key partners, including the Executive Members of the City Council.

CHILDREN'S BOARD AND PARTNERSHIP

Manchester's Children's Board has been in place for last two years. The Children's Board brings senior level leadership to the improvement and integrated of children's services across the city. Membership has just been broadened to include the voluntary and community sector and will be kept under review as the trust arrangements mature and partner reorganisations take place. Current members are:

- Deputy Chief Executive, Manchester City Council (Chair)
- Director of Children's Services, Manchester City Council
- Chief Education Officer, Manchester City Council
- Divisional Commander, Greater Manchester Police
- Chief Executive, Central Manchester Primary Care Trust
- Director of Public Health, South Manchester Primary Care Trust
- Director of Public Health, North Manchester Primary Care Trust
- Representative of the Community Network

The Children's Board provides strategic leadership, drives improvements and monitors the overall progress of all aspects of children's services. It has led a continuing process of consultation and engagement about plans, priorities and objectives for the change to integrated services, including the involvement of children and young people. The Children and Young People Plan itself has will entailed a wide-ranging consultation and has helped to strengthen the shared understanding about key needs, priorities and what we need to do differently.

The Children and Young People Partnership also plays an important role in bringing together a range of partners. During 2005 the Partnership restructured around the 5 outcomes and was instrumental in developing this Plan and preparing for the Joint Area Review. The Partnership also coordinated the development of the children and young people's block of the Local Area Agreement.

The Partnership also organised three special events that brought voluntary and statutory colleagues together to discuss improved partnership arrangements. The Children's Board is leading a review of the inter-agency governance arrangements to coincide with the launch of the Children and Young People's Plan and to catch up with changes in children's services. In particular, the review will confirm the relationship between the Children's

Board and the Children and Young People's Partnership and the District Boards. The membership of the Board will be reviewed. A voluntary and community sector have joined the Board on an interim basis from March 2006 pending permanent arrangements being established. Board membership may also be extended to better reflect the Economic Well-being dimension of the Plan. The revised arrangements will also take account of the outcome of the review of school governance, reported in the Enjoy and Achieve section of this Plan.

SERVICE REORGANISATIONS

A Director of Children's Services has been in place since April 2005. Within the City Council, education and children's social care have been brought into one Children's Department, officially launched at the same time as this Plan in April 2006. This has enhanced the planning, delivery, monitoring and performance management of services. The city will have one Primary Care Trust from October 2006, which will in the longer term develop commissioning as its main focus. These changes present a number of different options for the partner arrangements to commission and provide services that will be explored by the Children's Board and the wider partnership.

CHILDREN'S TRUST ARRANGEMENTS - KEY ACTION AREAS:

1. Establish 14 new Children and Young People's Teams and supporting processes (Common Assessment Framework, Child Index, Lead Professional) across the city by summer 2007.
2. Implement the citywide Sure Start strategy to ensure that a network of high quality children's centres will be established by March 2008.
3. Establish 6 District Boards by March 2007 and fully implement the district based integrated commissioning process in time to impact on the 2008/09 budget cycle.
4. In order to better understand how to prevent high levels of mobility, continue the analysis of its causes initiated by the Manchester Partnership and report findings on a 6 monthly basis to the Children's Board and the Children and Young People's Partnership.
5. Launch the Positive and Responsible Parenting Strategy in September 2006.
6. Launch the new multi-agency Learning Difficulties and Disabilities Board from April 2006
7. Deliver and monitor the Children and Young People's Engagement Strategy
8. Continue to firm up the inter-agency governance arrangements through the Children's Board, and more specifically, take forward the joint work between the statutory and non-statutory sectors to improve working relationships at all levels.
9. Continue to implement the organisational changes in the local authority and the Primary Care Trusts and those that are agreed as a consequence of the review of secondary health care.

BEING HEALTHY

WHAT DO WE MEAN BY BEING HEALTHY?

In Manchester we want to provide an environment where children and young people can have healthy lifestyles and enjoy optimum physical and mental health. We need to help children and families make informed and healthy choices concerning diet, physical, mental and emotional well-being, relationships and sexual health. The provision of services must take into account the context of living in Manchester where we have high levels of deprivation and many children living in difficult circumstances. It is imperative that services are provided in a holistic and sensitive manner.

HIGH LEVEL PERFORMANCE MEASURES AND TARGETS

High level performance measure	Current performance (05/06)	Targets		
		06/07	07/08	08/09
Increase the proportion of mothers initiating breastfeeding	57%	59%	61%	63%
Reduce the number of low birthweight babies	9.4%	9.0%	8.5%	8.0%
Reduce the proportion of women smoking during pregnancy	25%	24%	23%	22%
Increase uptake of 2 year old children who receive MMR vaccinations	88.6%	90%	95%	95%
The proportion of 16-17 years olds with mental health needs be supported by developmentally appropriate services	Both of these measures require more work on the definition, baselines and future targets. This will be done during the course of the first year of the Plan. The work on childhood obesity will follow recently published Department of Health guidelines.			
Reduction of childhood obesity				

The following figures are in calendar years

	Baseline 1998	Current performance 2003 (2004 data end Feb 06)	Targets		
			2006	2007	2008
Reduce the under 18 conception rate (number per 1000) by 55% by 2010 (baseline 1998)	61.3	65.9	49.5	44.0	38.5

CURRENT POSITION

Healthy lifestyles in childhood will reap dividends for later life. Not smoking, eating a healthy diet and increasing physical activity are the three key things that will reduce heart disease, cancer and rates of diabetes in adulthood. A number of initiatives across Manchester aim to address this. For example our Healthy Schools Programme is a whole school approach that aims to:

- develop an ethos and environment that supports learning and promotes health and well-being of all;
- consults and encourages participation of all within the school community;
- is an extremely effective, evidence based school improvement mechanism which brings about and embeds cultural change in schools.

Schools are asked to demonstrate evidence in the core themes of personal social health education, healthy eating, physical activity and emotional health and wellbeing. (For further information please see Manchester Healthy Schools Plan Children & Young People's Plan Statement of Intent 05/08).

It's easier not to start smoking rather than to give up. Manchester is working towards becoming a smoke free city and in so doing it hopes to reduce the social acceptability of smoking and thereby its attractiveness to young people. We are particularly concerned about the rising number of teenage girls smoking. The Stop Smoking Service is targeting its efforts at the under 18 age group, who have not traditionally used these services. Additionally, we are working in schools both via the help and advice school nurses provide and the Personal, Social and Health Education (PSHE) sessions. The Library Service is rolling out Health Information Points in all libraries.

Young people's alcohol misuse causes significant harm as is evidenced not only by attendances at Accident and Emergency Departments, but also the high rates of sexually transmitted infections. Manchester's Drug and Alcohol Strategy Team (DAAT) is working closely with a number of partners in the city in an integrated approach to reduce the misuse of illegal drugs and alcohol by young people. Work is underway to gain a greater understanding of young people's drug and alcohol use through a survey in schools being managed by the Children's Fund and to explore the context of drugs and alcohol in the lives of young people.

The evidence will be used to further develop a comprehensive strategy for the provision of effective universal services, early intervention and services for key risk groups. These include children of substance misusing parents, young offenders, young people excluded or absent from school, looked after young people, refugees and asylum seeker children and children with physical and learning disabilities.

Early development, including experiences before birth, has huge implications for physical health in later life. For example, low birthweight babies (defined as those weighing less than 2.5 kg at birth) have higher rates of

cardiovascular disease in adulthood. Additionally the quality of parenting and education has a major impact on children's future health and prospects.

Manchester has high rates of infant mortality and of low birthweight babies, 9.6% of babies born weighing less than 2.5 kg compared to 8% across England (Ref: Public Health Annual Report 2004-5). Low birthweight is strongly linked to deprivation, teenage pregnancy and poor maternal health. Breastfeeding initiation rates are rising, but remain low and are a significant predictor. Breastfeeding provides protection from gastro-intestinal infections, asthma and allergies in childhood as well as being linked to lower rates of diabetes and coronary heart disease in adulthood. We are developing an action plan to take forward a breastfeeding strategy in Manchester.

The conditions of deprivation in which many Manchester children live put them at particular risk from infectious diseases. In Manchester, we fail to reach the 95% uptake rate required for community immunity in any of the immunisation programmes, with uptake of MMR being of particular concern. This links to poor later uptake of screening and other preventative measures. Improving immunisation rates is a key target for health agencies in this city.

Dental health in Manchester is poor in common with figures for Greater Manchester. A number of initiatives are underway to redress this (See Key Actions section). The water supplies contain low levels of fluoride and dentists are unanimous in their belief that fluoridation of the water supply would have a significant and positive impact on the dental health of our children.

Anecdotally, levels of childhood obesity are increasing. We know that encouraging participation in play and other physical activity and a healthy diet will have an impact on this indicator and delivering this must be a priority for the city. Manchester Leisure runs the largest Sports Development programme in the UK which targets every school child in the city. Active play is part of the strategic approach to promoting enjoyment described in the Enjoy and Achieve section of this Plan.

The level of mental health needs in the city is very high. A needs assessment undertaken by the Child and Adolescent Mental Health Service (CAMHS) in 2005 suggests that 30% of 5 – 15 year olds have mental health disorders and this can be broken down into 20% with up to 3 disorders and 10% with 3 or more mental health disorders.

The 2003 CAMHS Strategy includes a development plan which sets out how a comprehensive CAMHS will be delivered by 2008. The key areas are:

- During 2006/07, establishing a robust baseline of the numbers of 16-17 year olds with mental health needs in order to measure the extent to which they are being met by existing services, plan any service changes necessary and set targets for improvement.
- Having an operational protocol with adult mental health services to provide appropriate services for 16/17 year olds and cross-referral mechanisms when vulnerable children, young people and adults are identified;

- Ensuring access to a full range of CAMH services for children with learning disabilities
- Having partnership arrangements in place for meeting the needs of those children with complex and persistent behavioural and mental health needs
- 24 hours cover in providing urgent specialist mental health assessments for children and young people

Other priorities within the development plan include:

- A mental health in schools programme to ensure that referrals to specialist mental health services are appropriate and timely, and that provides consultation, advice and training for school-based staff from CAMH services;
- Ensuring that the small number of children and young people who need access to inpatient services can do so as quickly as possible, including provision of enhanced services to enable some young people to be supported in the community.

Postnatal depression is linked to poor outcomes for children. Health Visitors and Sure Start both have agreed targets based on the identification of, and support for, sufferers of peri-natal and post-natal depression. These targets will be addressed through the delivery of Sure Start Children's Centres and enhanced in the future through the work of the Children and Young People's Teams.

The Youth Offending Team has 3 health workers providing a general health service, including a capacity to undertake mental health assessment and link directly to provision within CAMHS. A recent development has been the introduction of health assessments for all young people entering and leaving custody.

Manchester's teenage pregnancy rate is among the highest in the country and despite excellent multi-agency working is proving resistant to change. Better quality, comprehensive sex and relationships education in schools, as well as raising expectations for young women, is required to make the reduction in rates that have been seen in other cities in the United Kingdom.

Rates of sexually transmitted infections are rising across Greater Manchester and we are particularly concerned about the rising rates among young people.

There are already strongly established multi-agency teams, including social workers, teachers, nurses, paediatricians and allied health professionals, who meet regularly to assess and plan care pathways for children and young people with learning difficulties and disabilities. Teams include the Child Development Team, the Vision Team, the Feeding and Swallowing Team and the Social, Communication, Assessment and Intervention Team (SCAIT) for children on the autistic spectrum. The multi-agency teams for disabled children (MATCHD) project will bring together all services, and professionals working within them, to ensure a more strategic approach to joint working that harmonises processes and leads to improved outcomes for children.

Looked after children require a lot of help to bridge the gaps in their health. A Looked After Children Health Network is working to make sure that all looked after children have their health needs assessed, have appropriate health plans in place and have regular dental checks and immunizations. The Network is implementing the Healthy Care Programme; this is a detailed set of standards covering all aspects of the health of looked after children and young people including sexual and mental health and substance misuse. In 2004/5, 72% of looked after children received their annual health and dental check. Young people aged 16 –18 are significantly under represented in this figure. Manchester PCTs provide 3 specialist nurses for looked after young people, including increasing numbers of unaccompanied asylum seeking children and those who are hard to reach. We will recruit an additional nurse for the older age group to work closely with Manchester Leaving Care Service.

DO BETTER

There are a number of priority action areas arising from this analysis:

- Minimise the harm caused by drug and alcohol misuse and reduce smoking, especially during pregnancy;
- Increase breastfeeding;
- Increase immunisation rates;
- Improve dental health;
- Reduce childhood obesity;
- Meet the very high levels of mental health needs;
- Reduce teenage conceptions;
- Tackle increased rates of sexually transmitted infections;
- Focus support on vulnerable groups of children and young people including those with disabilities and learning difficulties, those looked after and unaccompanied asylum seekers.

WHAT CHILDREN, YOUNG PEOPLE AND PARENTS SAY IS IMPORTANT

Children and young people consistently reported in several of the consultations that the key thing they needed to improve their physical health was more exercise and to participate in more activities outside of school. Youth matters consultation highlighted the need for more activities for young women and that there was far more provision for young men. They also felt that young people should be able to access gyms before they reach 16 years old. The second most reported need was increase in healthy eating. Again this was identified in several consultations. Children and Young people felt that they had a good awareness of the importance of eating healthy food but a recognition that children and young people were not making healthy choices.

Primary school aged children reported that the thing they needed to be mentally healthy was friends and family and to be loved. This supports the need to prioritise work with parents and carers to enable them to provide secure and loving homes. It also highlights the importance of friendship and the potential for exploring the development of social relationships as a resilient factor. CAMHS Transition Service consultation (16 – 18 years old)

identified the need for services to be available outside of office hours for young people who need support. They suggested a telephone help line to meet this unmet need.

The need to address alcohol related issues came out in several consultations. Children and Young People reported that alcohol misuse had a real impact on children and young people's lives. The need for better alcohol education was identified to reduce the amount that young people are drinking. Smoking was also seen as an important issue with a strong lobby from children for smoking to be banned. Several consultations also identified the need for more and better sex education in schools.

The parents consulted said appointments at GPs can be a problem. Health visitors are valued, but some would have liked more contact. There are long waiting lists for therapy such as Speech and Language and Occupational Therapy. Parents are very concerned about mental health and self esteem. Health services in schools are valued – dental checks and school nurse drop ins. Parents like the free fruit in Key Stage 1 and think school milk is a good thing. Many parents think school meals are expensive and poor quality. Some schools are trying to improve school meals, encourage healthy snacks and walking to school. Parents want help with healthy eating and cooking. Head lice is a perennial problem

KEY ACTIONS

1. Promote a healthy start in life through:
 - Implementation of the provision of health promotion advice in schools as set out in the Manchester Healthy Schools Plan Children and Young People's Plan Statement of Intent 2005/8
 - Increased health promotion advice pre-conceptually and throughout pregnancy delivered via Sure Start programmes, Health Visitors, Community Midwives and others, monitored by the Children and Young People's Partnership
 - developing an action plan to take forward a breastfeeding strategy for Manchester by autumn 2007.
 - to continue to implement the action plan to help pregnant women who want to stop smoking, monitored by the Primary Care Trusts' Public Health Department.
2. Improve immunisation rates through:
 - The development of a citywide action plan by January 2007
 - Targeted work with GPs and their practices
 - Ensuring that promoting immunisation is included in the role of the new Children and Young People Teams.
3. Improve dental health by:
 - Delivery of a "super " screening programme (dental health promotion and screening combined) in schools in wards with the highest deprivation from autumn 2006.
 - Continuing current initiatives such as fluoridated milk, the BRUSH Bus and MANCIT (Manchester Action on Caries in Teeth)

- The Children and Young People and Health Inequality Partnerships requesting that the Strategic Health Authority to carry out a consultation in 2007 on fluoridation of water.
4. Reduce childhood obesity by:
 - Reducing the amounts of fat, sugar and salt in school meals as set out in the Draft Manchester Food Strategy (to be finalised in 2006).
 - increased physical activity in schools as set out in the Manchester Healthy Schools Plan Children and Young People's Plan Statement of Intent 05/08
 - Over the next three years, continue to increase engagement in active play and leisure through the delivery of the Play Strategy, the Sports Development Programme and the city-wide health programme in partnership between Manchester Leisure and the PCTs.
 - Gather a baseline (by summer 2006) and set future targets (by Autumn 2006) for the reduction of childhood obesity in line with recently published Government guidelines. Targets will be included in the Children and Young People's Plan from 2007/08 onwards.
 5. To improve sexual health through:
 - the introduction of a Chlamydia screening programme across the city by 2007 aimed at the under 25s
 - increased consistency of Personal, Health and Social Education (PSHE) in schools (see Healthy Schools Plan and Teenage Pregnancy Action Plan) which will be monitored by the Healthy Schools Partnership and Teenage Pregnancy Partnership respectively
 6. Implement the measures set out in the Young People's Substance Misuse Plan 2006-08, led by the Drug and Alcohol Action Team. The Plan includes:
 - Continuing to raise the quality and quantity of drug and alcohol education, supporting schools and Pupil Referral Unit's in working towards the National Healthy Schools Award Scheme.
 - To ensure that all young people with a substance misuse problem are identified by Connexions Personal Advisors and that where need is identified an appropriate intervention is offered
 - To provide all young people and their parents with credible information about drugs and alcohol, risks associated with use and information on services
 - To identify and assess all vulnerable young people's substance misuse needs and to ensure that all young people receive an appropriate intervention or care package
 - To provide a comprehensive range of drug and alcohol treatment services to support the needs of young people who are assessed as requiring Tier 3 and 4 interventions.
 7. Work with the Teenage Pregnancy Partnership to reduce the levels of teenage pregnancy through age-appropriate preventative work in primary schools through PHSE
 8. Targeted actions to improve health outcomes for vulnerable groups, including:
 - By March 2006, production of an action plan to improve overall health and well being of LAC by the LAC Health Network

- The appointment of a LAC Nurse for 16-17 year olds from April 2006
 - In order to continue to develop a 'person centred' approach to transition planning for children with disabilities, or learning difficulties or disabilities, review current arrangements and make recommendations for how they could be better coordinated for implementation from September 2006.
9. Address the key areas for improvement in Child and Adolescent Mental Health Services (CAMHS) in Manchester to deliver a comprehensive service that meets national and local expectations by 2008, as set out in the CAMHS Strategy 2005 –8. This will include setting targets for the improvement of services for 16-17 year olds once a baseline of the level of need is in place.
 10. To provide an increased amount of healthcare in or closer to home, implement the 10 year programme to reconfigure of health services across Greater Manchester once the proposals have been consulted upon and finalised (proposals are set out in 'Making it Better, Making it Real for Children, Young People, Parents and Babies')

STAYING SAFE

NB. Taken out words that implied we do all assessments of referrals within time limits – should we be explicit about performance on this?

WHAT DO WE MEAN BY STAYING SAFE?

We want all our children and young people, whatever their circumstances, to feel safe from all forms of harm including bullying, accidental injury and death, abuse and neglect of any kind, and from crime and anti-social behaviour.

HIGH LEVEL PERFORMANCE MEASURES

High level performance measure	Current performance (05/06)	Targets		
		06/07	07/08	08/09
Out of cases initiated due to parental drug or alcohol misuse, reduce the proportion that enters into care proceedings.	Note – new measure – baseline will be available by 15 March at latest. Targets to be agreed by end March at latest			

The following figures are based on calendar years.

	Baseline (1994/98 average)	Current performance 2004 (2005 data end Feb 06)	Targets				
			2006	2007	2008	2009	2010
Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions by 50% by 2010 (baseline – 1994/98 average)	71	42	48	45	42	39	36

CURRENT POSITION

At the end of September 2005 we had 1447 children and young people, including unaccompanied asylum seeking children, who are in our care as a local authority. This is unacceptably high compared with other major cities. Of these, 198 are placed in residential homes outside of the city. The proportion of these young people who have learning disabilities (15%), and who could be cared for in the City with better co-ordinated support, is significant.

The Social Work Service makes sure that the needs of children and families referred to the service are assessed properly. The service works with other agencies to maintain a focus on the interests of our looked after children, backed up clear plans. The aim is to ensure that placements are stable, and that children are adopted as quickly as possible where this is the agreed plan.

Measures are in place to ensure practice is fully compliant with the Adoption and Children Act 2002. All social care staff are being briefed.

Children coming into the country who are seeking asylum but who do not have an adult carer (Unaccompanied Asylum Seeking Children), automatically have their needs assessed, the majority become looked after. We run a specialist service for these young people. Additional educational provision for school age asylum seeking children is also available.

We have a special project in Manchester to work with children and young people who run away from home or their care placements. Every day there are 600 families in homeless families accommodation with 1000 children affected. A multi-agency Homeless Families Team is in place that will be further developed alongside the new Children and Young People's Teams. The three year Budget and Service Strategy for Council's Housing Service reports increasing demand arising from homelessness which is causing pressure on resources. Services are being reviewed to place greater emphasis prevention. There is also a need to consider the needs of homeless young people who present independently. The voluntary sector City Centre project reports that about 1,000 young people a year visit them for advice and support on housing matters.

We have a Family Intervention and Support Service working to prevent family breakdown and in particular to provide a rapid response. We also have a new trial project where all agencies are working together to make sure that the children most likely to become looked after because of their anti-social behaviour are provided with other services which better meet their needs in order to prevent this happening.

All 26 early years children's centres offer parenting and family support places; part time places available to families with low level needs. 11 offer a Family Worker service linked to the Children and Families Social Work teams, providing bespoke packages of support to children who have been assessed as being in the highest category of need. This service is available outside of normal working hours.

All 26 centres offer Vulnerable children/children in need places; part time places that offer targeted intervention aimed at those children and families with high level needs. Children in this category may include Looked After Children, children in need of protection, children with special educational needs, disabilities and/or where there are concerns regarding parents ability to meet the child's needs e.g. neglect. 15 centres offer extended services

such as before and/or after school and/or holiday care for working parents ensuring children are meaningfully engaged outside of school hours.

There are multi-agency approaches to bullying and safety in and out of school that are covered in the Positive Contribution section of this Plan. The measures set out in this section will also contribute to the Stay Safe outcomes.

Accidents are by far the greatest cause of death in children and young people although as the figures at the start of this section indicate, the number killed or seriously injured has decreased over recent year.

There is a multi-agency Safer Schools Task Force which work with Manchester schools to reduce child casualties and encourage sustainable travel on the school journey. Activities include Safer Routes to School schemes, School Travel plans and 20mph zones. Schools' involvement in the Safer Routes to schools and the 20mph zones is prioritised based on collision data, but over three quarters of schools are actively engaged in road safety activities, including travel plans, and over half of all schools are involved in accident prevention education. Where we organise activities for children and young people through schools, youth and play services or through children's homes, we always do Health and Safety Risk Assessments to make sure they are safe.

Through the Sure Start Children Centre programme we will deliver publicity campaigns in the local communities giving advice to residents on keeping children safe and accident prevention. Where appropriate safety resources such as fireguards and smoke detectors will be made available to vulnerable families. A DVD that focuses on Road Safety advice and accident prevention for parents of young children will be distributed to all parents in the City who have a child under 5 years old.

In 2004, there were over 1000 children and young people in Manchester living in households where there is violence between the adults. The Police report that they attend on average 420 incidents a month and that children are present in about 20% of these.

We have a relatively high number of children (277) on the Child Protection Register, with 27 of those being re-registrations (September 2005). All these children have a named Social Worker and are subject to multi-agency planning and review, with all reviews taking place within timescales. All children whose names have been removed from the child protection register are subject to a case planning process. In addition to this, each agency has child protection training and a multi-agency trainer has been appointed to help support this.

To help inform and advise children and young people about child protection procedures and being looked after, we have recently produced revised leaflets and we will be training staff to help them take part in meetings more

effectively. This addresses one of the concerns raised by children and young people in the consultation about the Plan – see below.

There is a Designated Nurse and Doctor for child protection providing clinical and strategic leadership across the health sector. All Health Trusts have named doctors, nurses and midwives for child protection. The 3 PCT's each have a vulnerable Children Team to work closely with staff in promoting and safeguarding the welfare of children. Paediatricians offer examination and consultation where physical abuse and neglect is suspected.

There are vetting procedures in place for staff who work with children. Many staff have specific training in recognising and responding to child sexual exploitation and our procedures are now in line with our overall child protection procedures. We have multi-agency Public Protection Panel (MAPPP) procedures in place to ensure public safety where we are aware of dangerous offenders against children. Our CRB checking procedures are robust and cover all adults newly recruited to work with children in education and social care settings. The Voluntary and Community sector have highlighted the challenges of organising the appropriate checks for volunteers, which also applies to school governors, and this will be discussed further in the new MSCB.

During 2005/06, the independent Chair of the Area Child Protection Committee (ACPC) and the Director of Children's Services (DCS) led a review of the arrangements and resources required to ensure the new Local Safeguarding Children's Board functions effectively. A multi-agency resourcing plan was agreed and the Manchester Safeguarding Board was launched in April 2006 chaired by the Director of Children's Services.

DO BETTER

We need to continue to focus multi-agency approaches to preventing children and young people entering the looked after system. In particular, we need to consider options for intervening earlier to reduce the number of children and young people entering care from substance misusing families while keeping children and young people safe.

If children do need to be looked after, we need to enable as many as possible to move to permanent families through adoption or residence orders. The key to looked after children staying safe is their being in an appropriate and stable placement. Children and young people who move frequently do least well on becoming adults. In order to increase the range of suitable placements we will:

- Open 6 new children's homes within the city by the end of 2006
- Recruit additional Foster Carers for children with a range of needs
- Ensure adoption placements are found more quickly
- Ensure that annual Health and Safety Risk Assessments are completed for every foster carer.
- continue the strategy of returning young people (17+) with learning disabilities to the City

These actions are included in the Children and Families Management Action Plan, within the City Council's Children's Services Directorate.

We need to continue the improvement in the percentage of children on the Child Protection Register who are visited at least once every 6 weeks.

We need to support city's strategy to tackle domestic violence.

We need to meet the needs of homeless families and young people and focus support on prevention where possible.

We need to focus on safeguarding disabled children as national research has indicated they are at an increased risk of being abused or neglected. The NSPCC information briefing entitled 'Disabled Children and Abuse' (2002) explains that disabled children are vulnerable for a number of reasons related to their circumstances. For example, they may receive intimate personal care, they may have a number of carers, they may be less able to resist or avoid abuse and they may be less able to communicate what is happening.

Tracking systems for families who move around within, as well as in and out of the city, need to be improved to make sure that we know where they are and that their needs are met, particularly in relation to education.

We need to continue the work to reduce the number of children and young people injured in road traffic accidents, but also develop a comprehensive prevention strategy that covers all kinds of accident. For example, there are relatively high numbers of children who die suddenly and unexpectedly. Reviews of serious cases where a child dies undertaken by the ACPC show that more information is needed for parents of babies about the dangers of co-sleeping.

WHAT DO CHILDREN, YOUNG PEOPLE AND PARENTS SAY IS IMPORTANT?

When asked about overall perceptions of personal safety, 36% (sample size 311) of primary school children described themselves as 'very safe', 29% described themselves as safe and 11% described themselves as unsafe. When asked about the safety of all children and young people in Manchester the same sample had a different perception, with the majority describing themselves as 'sometimes safe'.

The majority of children reported that they feel most safe at home, however for a significant minority 26% that was not the case. Overall children perceive that unsafe behaviour in their local community including crime, strangers and bullying is a threat to their safety (these issues are covered in the Positive Contribution section of this Plan). They consistently reported that they were most unsafe when they were on their own, unaccompanied by an adult in their local community. The primary school children reported that the greatest threat to their safety is knives and weapons; this perception was shared by all primary schools across all districts.

As reflected in the Enjoy and Achieve section of this Plan, children and young people consistently report that they need more opportunities to play and participate in activities in their local community. Safety is obviously an important access issue and needs to be addressed to ensure that children can take part in the life of their local community. There is also a need for good safety education to challenge some of the false perceptions that result in children and young people being heavily reliant on adult supervision that can preclude some children from participating in play and youth activities. We also need to ensure that both children and young people have an accurate picture of the real and main causes of the risk to children's safety to ensure that we are all working to reduce those risks.

When asked what they need to stay safer 50% of the respondents felt that they need safer communities to live in. This was supported by several other consultations. The things that they identified that they wanted are

- Effective anti bullying measures in school.
- More police on patrol
- Safe crossing points.
- Better lighting on the streets.

The majority of respondents recognised that some children and young people feel or are more unsafe than others. They agreed that parents need more support to keep their children safe from harm, that children at risk need to get the right information and support from professionals. Children and Young people also reported that they feel intimidated by groups of teenagers or young adults when they are on their own or with their friends. Children who are in need of protection said that they wanted to be given information about meetings and what it means when your name is placed on the Child Protection Register. They also wanted to be supported in attending meetings.

Looked after children said they want to stay in a safe, same race placement and not be repeatedly moved. They want a school place and not to be bullied in school or where they live. They want to maintain contact with family and friends and want to know their rights, not only as young people, but also as looked after children and asylum seeking young people. They want to be listened to, have choices, and be involved in planning about their lives. They do not want to be singled out and treated differently to other young people. Parents worry about drugs, bullying, crime, and traffic. Many parents feel unsafe in their neighbourhood, including parks, and are reluctant to let their children play out. Parents are concerned about staff checks and want to know their children are safe at school and at play. There are concerns about the quality of supervision at break times and whether accidents in the playground are taken seriously.

Some parents have accessed free safety equipment (safety gates, smoke alarms), though this is not available consistently across the city. Some parks have improved massively in recent years and do feel safer and more welcoming. Parents value first aid training.

STAYING SAFE - KEY ACTIONS

We will continue work on multi-agency approaches to prevention through:

- Recommending to the Project Board further development of the 'New Approach' project to keep young people aged 13 – 16 out of the looked after system wherever possible, based on the out come of the evaluation completed in March 2006.
- Develop training in drugs and alcohol misuse and safeguarding children across Drug, Alcohol and Children's Services through a workforce strategy. This training will up-skill the workforce, enabling more effective cross agency understanding, interventions and referral. The impact will be better co-ordination and delivery of services to children of substance misusing families, their parents and carers. We intend to begin delivery of this training from September 2006.
- Full implementation of the new Children and Young Peoples Teams by the end of 2007
- Establishing a voluntary and community sector sub-group of the Manchester Safeguarding Children Board by April 2006 in order to enable the sector to have maximum impact on safeguarding children and young people

In order to empower parents, carers and young people to keep safe, audit and then identify gaps in the provision of safety information, and then prepare an action plan for approval by the MSCB (by May 2006). The action plan will cover:

- the provision of information to parents of babies about safeguarding and the risk of accidents through co-sleeping
- training for staff and Foster Carers on Sudden Unexpected Death Syndrome
- the work of the Vulnerable Baby pilot which involves families and professionals in planning packages of support before the baby is born.

Continue the multi-agency work on homelessness and review options for increasing preventing families becoming homeless and ensure current systems are adequate to meet the needs homeless young people.

Through the Children and Young People Partnership, the Health Inequalities Partnership and the MSCB, develop a comprehensive accident prevention strategy which builds on the existing programme to reduce the number of children and young people injured in road traffic accidents, incorporates the actions to improve safety information and includes improved collection and analysis of data. An initial report on the scope of the strategy, early analysis of data and review of existing work will be completed by September 2006.

The MSCB will, during 2006/07, review joint systems and protocols for safeguarding disabled children (in line with recommendations of the NSF Standard 8) and then make any changes necessary.

Through the Crime and Disorder Partnership, the Director of Children's Services will lead the implementation of the Domestic Violence Strategy launching in April 2006 with an early focus on

- Ensure that children and young people affected by domestic violence access services as early as possible.
- Protect and support children and young people affected by domestic violence.

ENJOYING AND ACHIEVING

WHAT DO WE MEAN BY ENJOYING AND ACHIEVING?

We want the widest possible opportunities for all children and young people to enjoy, learn and achieve and therefore make the most of their talents. We will ensure that the education in the city is best quality so that high standards can be reached by all and that services help children and young people to achieve their full potential. As a starting point, we will provide early years education of the highest quality so that children are ready for school, making learning enjoyable for all aged pupils. We aim to ensure that children and young people have access to a wide range of play, leisure and recreational opportunities to meet their individual needs. These will enhance and develop their independence and enjoyment of life in order to prepare them for employment and future roles as adults in the community.

HIGH LEVEL PERFORMANCE MEASURES AND TARGETS

Attainment targets are set based on an analysis of the group of children and young people taking the tests and exams in the year in question. This means that annual targets do not always increase year on year. The targets are based on academic years (September to August). Targets for Key Stage 4 are set with schools only so far in advance, the 2008 target will be agreed by February 2007.

All the following figure are based on academic years.

High level performance measure	Current performance (04/05)	Targets		
		05/06	06/07	07/08
Primary school attendance	93.5%	94.6%	94.3%	94.4%
Secondary school attendance	88.9%	90.1%	90.3%	90.4%
To increase by 2% annually the number of children achieving a good level of development at the end of the Foundation Stage in				
• Communication, language and literacy	53%	55%	57%	59%
• Personal, social and emotional areas of learning	77%	79%	81%	83%
Reduce the number of schools in which less than 50% of pupils achieve Level 5 or above at Key Stage 3 (age 14) in each of English, Maths and Science.	13	9	4	0

% pupils achieving 5+ A*-C GCSEs and equivalent (Key Stage 4)	43.9%	49%	51%	Will be set by February 2007
Children leaving care with 5 A* -C GCSE/GNVQ	11.3%	4.1%	15%	

CURRENT POSITION

Manchester has had a long tradition of investment in young peoples education starting with early years provision. For the under fives population 90% are in some form of early years provision. The quality of provision in school settings is good. In other settings 75% is judged as good.

Although average levels of attainment still remain low compared to national figures, the results for Manchester children and young people are better than was the case three years ago and the trend continues to rise.

In Manchester we are committed to improving the well-being, care and early learning experiences for babies and very young children as we know these experiences will have an impact on shaping future attitudes, dispositions and development. This is done by drawing on the guidance in the 'Birth to Three Matters' Framework and working closely with parents and all those involved in working with this age group. We fully understand the need to integrate care and education and are working towards successfully linking the experiences using the Birth to Three Matters and the Foundation Stage, in preparation for delivering the Early Years Foundation Stage Framework. Attainment on entry for the Foundation Stage shows poor development in language skills, especially speaking and listening and maths.

RESULTS 2005

Key Stage 1 - age 5 - 7

77% of pupils achieved Level 2 or more at the end of Key Stage 1 (7 year olds) in reading, 73% in writing, 84% in mathematics and 80% in science

Key Stage 2 - age 7 - 11

English results improved in line with national rates 6th of 11 statistical neighbours.

Eng - level 4 + 72% target 75% - minus 3%

Maths results improved in line with national trends 3rd of 11 statistical neighbours.

Ma – level 4+ 70% target 76% - minus 6%

Science results improved faster than national rates 2nd of 11 statistical neighbours.

Sc – level 4+ 82%.

Targets 2006 : English 76% Maths 77%

Key Stage 3 – age 11 - 14

Eng – level 5+ 58% target 65% - minus 7%

Ma – level 5+ 60% target 65% - minus 5%

Sc – level 5+ 49% target 65% - minus 16%

ICT - level 5+ 55% target 58% - minus 3%

Targets 2006 English 67% Maths 68% Science 65% ICT 63%

Key Stage 4 – age 14 - 16

The greatest improvement has been at Key Stage 4 (end of secondary school) where results have risen for 5+A* - C grades by more than 10% since 2002 to 43.9% in 2005. Most minority ethnic children are attaining at levels higher than the city average. Attainment of white boys is weak and the attainment of looked after children continues to be low, but improving.

Target for 2006 – 5+A* - C grades – 49%

It is important to note that overall the attainment of a number of our minority ethnic groups is now very high. For example in 2000 13% of Black-Caribbean pupils attained 5+ A-C GCSEs, in 2005 it was 40%

Children and young people who are looked after need help to catch up with their learning and to improve their education achievement. We are implementing the statutory guidance on Local Authorities' duty to promote the education of children they look after. The key actions include:

- Securing a preferred full time education placement
- Reducing the amount of time spent out of school
- Having an effective Personal Education Plan
- Supporting schools in meeting the needs of looked after children
- Enabling carers to promote their children's education
- Providing additional support to children both in and out of school

These actions are being coordinated by the Multi Agency Team. Slow but continuous progress is being made in narrowing the gap with all children and young people. Despite this, much remains to be done to improve the education achievements of looked after children, particularly at Key Stages 3 and 4.

The school improvement and inclusion service is newly reviewed to deliver to the highest quality and will incorporate the use of School Improvement Partners.

The city, working with central government, is investing large amounts of funding to rebuild and update the high schools, known as 'Building Schools for the Future' (BSF). This provides a once in a lifetime chance to get the schools our young people deserve. As the move towards personalised learning continues these new schools will be central in providing individual learning programmes to achieve independent, higher order skills that are essential in the workplace and for higher education. The City Council and the LSC are working in partnership to ensure synergy between BSF and the LSC's 16-19 capital fund and Wythenshawe is a likely pilot area. The development of extended schools helps make better use of our buildings in opening up resources for all ages of people to participate in a wide range of activities.

We want all of our children and young people to attend school on a daily basis and are committed to working with families, schools and communities to this end. In order to reach challenging targets schools have to ensure they are

warm and welcoming places, with a curriculum that is exciting, motivating and engaging for all pupils whatever their needs and interests. However, in 2005, attendance in Manchester schools was the poorest in the country. The biggest single reason given for absence is illness (56.1% of absences at primary and 33.8% at secondary). Families taking holidays during term time is the next biggest reason - 13.2% in primaries and 19.5% in secondaries (it should be noted that breaks in the Indian Sub-continent account for a very small proportion of this category). In the eight high schools identified by the DfES as having poor attendance analysis of data for the autumn term 2005 shows significant improvements. One of these high schools now has attendance levels of 93% for the autumn term 2005.

The Transition Project, run by the Parental Involvement Team, has developed a programme of strategies with over 40 schools to help support and engage parents and children at key points of transition particularly at entry to primary school.

The City's agreed Special Educational Needs (SEN) and Inclusion Strategy is being successfully implemented and children with learning difficulties and disabilities who formerly attended special schools are now attending their local mainstream school. Data collected at the end of the first year (July 2005) showed that 83% of the children who transferred to a mainstream school had made good progress and moved at least one national curriculum sub level. Qualitative data, including views of the children themselves and their parents, supports this positive picture.

A review of funding special educational needs in mainstream schools has now been completed with plans in place to increase the delegation of resources, starting April 2006, to mainstream schools to enable more effective and targeted provision to be made for SEN children. Strengthening the criteria for statutory assessment and reducing over time the number of statements of special educational need that are issued is part of this strategy.

Six specialist support schools (three primary and three secondary) have been established for children with severe and persistent SEN. Each specialist school has an outreach role to work with mainstream schools to support inclusion. The three secondary specialist schools are being rebuilt through the Building Schools for the Future (BSF) programme. They will be co-located with mainstream high schools. Through the design process the concept of 'two schools under one roof' is being developed.

40 schools have already achieved the Manchester Inclusion Standard and a further 38 schools are working towards the Standard. Another 40 schools are due to start the process in September 2006. Evidence collected by the assessor places a strong emphasis on 'pupil voice' and 'pupil participation' with a particular focus on the views of children who can be at risk of marginalisation, exclusion or under-achievement. All pupils engaged in this award participate in a wide range of initiatives to build relationships and understanding and so celebrate growing up in a multi – cultural multi – faith city.

Tackling behaviour, exclusions and bullying is a key factor in delivering the Enjoy and Achieve outcomes. This work is covered in the Positive Contribution section of this Plan.

Educating our Children

Our primary schools and early years providers are inspected by Ofsted on a regular basis. Analysis of the most recent inspection reports tell us:

- ‘the quality of educational provision’ has improved in Manchester schools and most are judged to be ‘good’.
- provision for pupils’ spiritual, moral, social and cultural development is judged as satisfactory or better in 90% of schools and is good or better in 66% of schools.
- in early years services, all private and voluntary sector providers, not including schools, were judged as satisfactory or better with over 75% judged as good or better by Ofsted.
- provision for pupils care, welfare, health and safety is good.
- arrangements for child protection are good.
- provision for pupils with SEN and the impact on their achievement is good in 73% and very good in 20% of schools.
- opportunities for enrichment are a strength
- learners are free from harassment

Of the schools inspected by OFSTED in the last eighteen months 95% were judged to be satisfactory or better with 75% good and better. The number of schools, which Ofsted has identified as having special measures and serious weaknesses, has fallen significantly.

There are 64% of high schools achieving specialist status in at least one area. Another 20% have applied. This is where the school gets special resources to boost, for example the arts, sport, or technology. This outcome exceeds the national target of 60%. By 2006 20% of schools had achieved national accreditation in physical education and sport and many are successful in the Manchester Arts Initiative.

The Economic Well Being section this Plan covers in more detail the post 16 training and employment issues. However, it is important to note that there are now three 14-19 collegiates in the city, involving schools and colleges with a defined role for Connexions and providers of work-based learning. The collegiates will collaborate on staffing, curriculum and organisational development issues, supported by the LSC’s 14-19 development fund.

At the time of writing this Plan, the Education White Paper “Higher Standards, Better Schools for All” was still being debated at the national level. The outcome will need to be taken into account in implementing the Plan and may require some changed or new actions.

Manchester is well known as cultural, arts, sports and entertainment centre, regionally, nationally and internationally. The city has a long-standing, leading

edge, diverse and youth focussed cultural and arts sector. The city places firm emphasis on enjoyment alongside achievement, and so provides a wealth of play services that are located within easy reach for young families to be able to access. As part of this there were 60,000 play sessions taking place during summer 2005. The leisure service provides 74 play areas across the city and there are 39 youth centres. In addition to that school aged pupils are encouraged to swim with free access to local pools during school holidays.

In partnership with health visitors and early years settings, the library service has delivered Bookstart to 9000 babies and their parents so far this year, encouraging the development of early literacy and language skills, and the habit of reading for pleasure. The Homework Action team provide homework and revision support in 22 libraries across the city, recording 30,000 visits by children and young people this year. The Reading Voyager children's mobile library visits children's residential homes, special schools and traveller sites across the city to ensure that the library service is inclusive and accessible to all children and young people.

DO BETTER

A number of priorities follow from this analysis:

- Improve attainment at all Key Stages to achieve targets 2006. The priority is KS3.
- Improve attainment in primary schools below floor target of 65% at KS2 and high schools below 50% at KS3 and 25% GCSE at KS4.
- Improving the achievement of looked after children will continue to be a high priority, recognising that placement stability is a key factor in achieving this.
- Where some minority ethnic children and young people still under achieve make this a priority in schools.
- The needs of vulnerable groups are a priority including pupils at risk of exclusion, unaccompanied asylum seekers and the attainment of white boys.
- 205 children with special educational needs are currently placed outside the City for education and care. Plans are in place to reduce this number by investing in local services and provision.
- School attendance, aiming to achieve the 2008 targets of 94.4% in primary and 90.4% high schools.
- Reduce absences and improve attendance by preventing childhood illness and adopting a range of strategies, including Healthy Schools, to promote good health strategies in primary and high schools.
- Improve the coordination and planning of the wide variety of play, leisure, voluntary learning and arts and cultural activities to maximise access and impact for as many young people as possible.

WHAT DO CHILDREN, YOUNG PEOPLE AND PARENTS SAY IS IMPORTANT?

When asked what they would like from their education children and young people said the following.

Overall the primary school children from all schools across all districts reported that they like their primary schools with the majority of respondents from one questionnaire scoring them 10 out of 10. Over 50% reported that they worry about SATs. The majority of children reported that the main reason why they attend school is to learn and the second most popular answer was to socialise or make friends.

High school students attending the Building Schools for the Future conference wanted school buildings for the 21st Century with quality ICT, leisure areas, respect for individual needs and teaching styles to meet their learning needs. They also recognised that schools have an important function in preparing students for further study, the world of work and adult life. The main reasons young people gave for being absent from school were illness, medical appointments and holidays. However, a significant number gave caring for family members and worries about school as reasons.

Children and young people also wanted more after school, holiday and weekend experiences, to be able to get help with their homework when it is needed and enough space to play near where they live. They also wanted people to have dreams about a better future.

Many, but not all, primary schools are good at involving and valuing parents. Parents are less likely to feel valued and involved by secondary schools. Parents worry about transition into school, especially to secondary school. Many said there was not a choice of good secondary schools, and several had changed their religion to get into a good primary school. Parents want to understand what their child is learning and this gets harder as children get older. 10 minute slots at parents evenings are not long enough to get to know the teacher and communicate properly. Parents value classroom assistants and 1:1 support for children. Parents of children in new build schools are really positive about the difference this has made.

Parents want cheap, local, sport and leisure and after school activities for children, and for families to do together. They value after school clubs, free swimming passes in school holidays, and library services. Most think there isn't enough for teenagers to do. They want safe play areas and good quality affordable childcare. There are long waiting lists for affordable nursery provision outside sure start areas

ENJOYING AND ACHIEVING - KEY ACTIONS

This Plan replaces and takes forward the priorities of the Education Development Plan (EDP) at a strategic level. More detailed action plans formerly in the EDP will be included in the Management Action Plan of the

Manchester Education Partnership. Performance will be managed within the City Council's Children's Services Directorate, although some aspects such as school attendance and the attainment of LAC also have partnership reporting arrangements.

Attainment:

- Achieve the targets set for all key stages for 2006/7/8 by improving boy's performance in writing and girls in mathematics.
- Within the Early Learning Goals improve English outcomes in speaking, listening and writing as well as computation in mathematics. These current weaknesses are the basis of testing at the subsequent key stages, notably 1, 2 and 3. Our children do not perform as well as they could, they achieving the ELGs identified above by age 5 can improve this.
- Deliver personalised learning initiatives and high quality ICT provision in order to contribute to achievement particularly in English, maths and science
- Deliver identified effective practice through the national strategies for individual learning programmes. Base these on accurate individual pupil assessment to raise levels of attainment in 5+A* - C GCSE grades including English and maths and 1A*-G grades at GCSE and equivalent qualifications.
- Continue to prioritise African-Caribbean and Somali heritage pupils to further improve their attainment. This will involve coordinated action both through and by schools and in partnership with other organisations and community groups
- Raise the achievement, attendance and self-esteem and enjoyment of looked after children through multi-agency work ensuring every pupil has an active personal education plan. Set and meet challenging targets for achievement and eventual employment.
- Using a wide range of data track the personal and academic development of a number of vulnerable children and young people each year to monitor how effectively their needs are met by the agencies involved.
- We will further develop transition work – including work on transition between schools , taking the Transition Project out to a further 40 schools over the next 2 years and developing new work on better involving parents on the transition to secondary school.

Quality of educational provision

- Continue the successful strategies to ensure that by January 2007 no schools are categorised by Ofsted as being subject to special measures or have a notice to improve
- Have better pre-registration support for early years providers, especially crèche, childminders and out of school provision, especially relating to equal opportunities, special education needs and partnerships, through work with staff in all sectors
- Ensure that early years provision promotes children's development and helps them to achieve the Early Learning Goals
- Ensure that the vision for 21st Century learning outlined in the Building Schools for the Future Vision Statement is supported. This will include;

transforming teaching and learning through the development of personalised learning, the vocational curriculum, learning networks of schools and inclusion. Specialist support secondary schools will all be co-located with a mainstream high school providing the opportunity to share teaching spaces as well as staff skills and expertise. Through the design process the concept of 'two schools under one roof' is being developed. The flexibility that this approach offers will support inclusion of pupils with a wide range of needs, many of whom are presently excluded.

- Maintain systems that are in place to monitor the progress of individual children who have moved from special to mainstream schools.; tracking at the individual child level shows children with SEN are making significant progress.
- Fully implement the SEN Resourcing Strategy by increasing the delegation of resources to mainstream schools and settings for high incidence SEN. Devolve resources to Districts where decisions on statutory assessment and additional funding will be made. Reduce over time the number of statements of special educational need that are issued.
- Develop and implement a three- year strategy for parenting engagement to enable parents and carers to take part in their child's learning.
- Extend ICT provision to develop websites/broadband connections to extend the curriculum, family learning and out of school hours learning
- Support the recruitment and retention of staff in schools of the highest quality and develop high quality leadership skills through a variety of initiatives
- Develop an income generating Continuing Professional Development resource to provide high quality training for all staff
- Support the measures set out in the Economic Well-being section to ensure successful progression to further training, education and employment.

Attendance

- Implement the new multi-agency Attendance Strategy
- The attendance advisers will support all schools below targets to improve outcomes.
- Continue to improve outcomes on the high schools with low attendance levels.
- Implement the Wythenshawe attendance action plan which is funded by LPSA grant.
- Prioritise the identified primary schools with lowest attendance for improvement.

Enjoyment

- By September 2006, the Cultural Partnership will lead work with the Children and Young People's Partnership to draw together a coordinated programme of enrichment opportunities based on existing good practice and strategies, such as those for play, youth arts, libraries and museum projects to make best use of resources in the statutory and non-statutory sectors, and maximise access and benefits for all children and young people. The programme will include:

- modernising the youth service to deliver the 'Youth Matters' Green Paper
- implementing a local and district lead to planning and developing of play and leisure and voluntary learning activities including those linked to extended schools
- strengthening the working relationship between the Children and Young People's and Cultural Partnerships, including arrangements for monitoring the relevant aspects of the Cultural Strategy and proposals for pooling resources
- delivering the recently approved Youth Arts Strategy to embed it within mainstream agendas at local and national level and to provide a framework for the delivery of youth arts in Manchester
- implementing the children and young people's aspects of the Arts and Health Strategy through the Health Inequalities Partnership.
- plans to mainstream over the next three years library based provision for children and young people that is currently externally funded
- supporting and developing the Bookstart project, so that all babies and young children in Manchester are reached at the three target stages (8 months, 18 months and 3 years)
- By 2007/08 achieve a 25% increase in the number of 5-16 year olds on school visits to the Manchester Art Gallery from a baseline of 8,738 in 2003/04.
- Ensuring that through the curriculum we celebrate the cultural diversity of Manchester and develop young people who understand and respect religious and cultural differences.

MAKING A POSITIVE CONTRIBUTION

WHAT DO WE MEAN BY MAKING A POSITIVE CONTRIBUTION?

Today's children and young people are the parents/carers, workers and community volunteers of the future. We want all children and young people in Manchester to enjoy the city, be able to contribute to its development and be involved in designing and evaluating their services. This means making the right choices, helping others, being ambitious and not behaving in an anti-social or criminal way.

HIGH LEVEL PERFORMANCE MEASURES

High level performance measure	Current performance (05/06)	Targets		
		06/07	07/08	08/09
% of children and young people aged 10-17 served with an ASBO who do not breach in 6 months	32.7% (projected)	36.3%	40.0%	43.7%
To reduce the percentage of people who perceive high levels of disorder to lower than the baseline year	Baseline to be set by Residents Survey carried out in 2005/06; target and projections finalised May 2006			
Youth offending Team measure for the reduction of re-offending	Awaiting confirmation measure and data from YOT. Targets are set by the Youth Justice Board			
Participation in volunteering	A baseline will be established for both these measures through the launch of an annual survey of young people during 2006/07. Both mirror similar measures for the adult population being used to inform Manchester's revised Community Strategy.			
% of young people surveyed who feel they can influence decisions in their area				

CURRENT POSITION

Giving young people opportunities to tell us what they think and have a say in decision making is very important. There have always been a large number of engagement activities in the city including the following:

- three out of four schools in Manchester have a School's Council and the city's Young People's Council draws its representatives from these
- During 2005, 1,562 young people attended a range of events and told us what they felt about the proposals in the Every Child Matters Green Paper.
- Just under three quarters of the looked after children in Manchester took an active part in the review of their own case last year

- A range of consultation focussed on specific programmes Building Schools for the Future, services we should provide through Extended Schools, Manchester's Play Strategy, design features for Manchester's Children's Hospital and crime issues and parenting as part of the "100 days" campaign

Particularly vulnerable children, too, have their voices heard. The Children's Rights Service helps looked after children to take part in discussions about themselves and about the services they use. Children and young people with special educational needs engage in the process of review and planning of provision to meet their needs, particularly within the special school sector and they have been directly involved in the design consultation for Building Schools for the Future.

In east Manchester there is a national pilot of Young Advisers for the ODPM. Advisers are engaged on a semi-formal basis to be advocates for local children and young people and act as a bridge to local agencies. The pilot runs at least to April 2006 and there are local plans being considered for its extension pending the outcome of a national evaluation.

However, through a self assessment process led by the Children's Board at the beginning of 2005/06 it was recognised that we needed to be more consistent and systematic in engaging children and young people. As a consequence, just before this Plan was published, the Children's Board agreed an engagement strategy.

We support parents and carers to help them bring up their children with a range of services including Sure Start, courses in parenting skills from Adult Education and specialist teams and, where they need individual help with particular difficulties, a range of family support services.

Our schools also provide support for parents and children. 134 schools in the city are engaged with the Healthy Schools programme working on, among other things, self-esteem and bullying. Initiatives include playground buddies (65% of the Healthy Schools cohort), circles of friends and peer counselling (40%).

All schools have policies for helping children and young people to behave well, which also cover bullying and harassment. Schools directly teach about behaviour, self-esteem, emotional development and decision-making through Personal, Social and Health Education, the Social, Emotional and Behavioural Skills and Citizenship curriculum. Manchester has led the development of anti-gang Citizenship materials for use in schools, which are being published nationally. School citizenship coordinators are working with children and young people to put together a Citizenship Manifesto. There are 5 high schools taking part in the DfES pilot for the Certificate for Citizenship Teaching. The local authority has prepared materials for schools to use in their anti-bullying work and there is a well-developed multi agency Anti-bullying Policy and Practice Partnership to take this work further. At the time the Plan was published an outline proposal had been prepared for an

increased emphasis on tackling homophobic bullying in secondary schools, which will be worked up in more detail.

Recent Ofsted reports describe behaviour as satisfactory or better in 97% of schools inspected and good or better in 90%. Although there was a rise in the number of pupils permanently excluded from schools between 2003/04 and 2004/05 (an increase from 57 to 84), numbers have gone down significantly since the mid-1990s. Current projections indicate that about 90 pupils are expected to be permanently excluded in 2005/06. As a consequence of more effective working between schools and the Local Authority, rates in Manchester are now nearly the same as the average for the country as a whole and better than many other cities. Within the context of the City's strategy for improving behaviour there is a well developed Primary Behaviour Strategy and Secondary Behaviour Strategy.

Many children and young people find it difficult coping with changes of school. A 'Transition Project' was established two years ago to support pupils with the stresses of transition between schools, especially from primary to secondary and this programme is established in 40 schools.

As a result of their life experiences some children and young people who are looked after will need help to divert them from criminal or anti-social behaviour. Working together, the Leisure, Youth and Connexions services and Manchester's Children's Homes have reduced the involvement of their young people in such activity by over 30%. This has been achieved through engaging young people in positive activities and by raising their self-esteem. Looked after children are given a voice by enabling them to attend and be involved in planning for their care and through a series of participation events organized by the Children's Rights Service. They are more routinely being involved in the development of services. The achievements of looked after children are celebrated in a series of annual awards ceremonies.

In 2005, Manchester re-vamped its area casework panels (ACPs – a total of 14 across the City), with a remit which emulates Youth Inclusion and Support Panels. This is the main vehicle for identifying children and young people at risk of involvement in offending and anti-social behaviour. The Children's Fund has resourced key workers, as part of the YOT parenting and prevention team, to work with priority ACPs to progress intervention packages. Strategically and operationally, ACPs are directly linked with the over-arching Citywide Responsible Parenting Strategy and with the Trailblazer project working with anti-social families – the YOT participated at a strategic and operational level in ACPs. These integrated structures will be the primary vehicle for reducing first time entrants into the youth justice system, and in strengthening the protective factors available to these children and their families. The YOT Parenting and Prevention Team formed in response to the need to deliver Parenting Orders and Individual Support Orders in relation to ASBOs, is another important element supporting the achievement of this performance measure.

The YOT has recently bid for additional Prevention funding to facilitate a more robust, strategic multi-agency approach to prevention services across the city. The proposal is for a new Strategic Prevention Manager which will focus on co-ordinating the numerous and varied multi-agency prevention initiatives across the city. This new role will ensure for the first time that multi-agency prevention projects and initiatives work coherently to target relevant young people, identified through agreed criteria, and that assessment of need and delivery is appropriate. The major outcome will be the reduction in direct and first time entrants to the criminal justice system. Early indications are that there has been an approximate 8% (50 young people) reduction in direct and first time entrants to the criminal justice system between 2004 and 2005.

The YOT target of 5% reduction in re-offending rates has been met. Whilst Manchester's re-offending rates, as evidenced by this cohort, are above the national average, our trend is downwards (from 63.4% in 2002 to 57.8% in 2004) and the gap has narrowed from 15.8% to 8%

Despite these activities and some positive outcomes, we also know that the small number of children and young people who behave in anti-social and criminal ways, not only restrict their own life-chances but also have a significant negative impact on their communities:

- Anti-social behaviour by young people has led to almost 300 Anti-social Behaviour Order Warning Interviews for young people aged 10 - 17 years in the last 2 years and 132 Anti-Social Behaviour Orders for young people (10 – 18s) last year.
- In areas where large numbers of young people hang around at night and cause a nuisance a 'Dispersal Order' can be issued. Children who are out late without an adult are taken home by the Police. There have been 12 Dispersal Orders in Manchester since April 2004
- A large proportion of crimes involving theft from a vehicle and criminal damage are committed by young people between the ages of 16 –25.
- There were almost 4,000 criminal convictions of young people in Manchester in 2004, two thirds of offenders in Manchester re-offend within 2 years.

We are working to analyse local causes of anti-social behaviour and if there are links with non-attendance at school and to develop more effective prevention and enforcement services. There was a 12% reduction in youth nuisance incidents from 03/04 to 04/05, including a reduction of 10% in the number of looked after children involved. A number of measures have contributed to the improvement. Local multi-agency panels, which are established across the city, worked with 83 families in May 2005 to help stop anti-social behaviour. During the summer holiday period 200 young people were identified for a programme of structured activities, the Positive Activities for Young People Programme, to help them avoid getting involved in criminal or anti social behaviour. Specialist teams work with young people to divert them from crime, make sure they go to school or get involved in further education training and employment, and to help them avoid drug and alcohol misuse that can lead to crime.

Manchester Leisure deliver the Home Office funded Positive Futures initiative which provides sports development work with young people at risk of falling into crime. The scheme has been recognised as an example of good practice in the recent Government Health White Paper.

The publication of the Government's Respect Action Plan, a local review of our approach to anti-social behaviour led by Greater Manchester Police, the Youth Matters Green Paper and feedback from children, young people and parents (described below) all provide an ideal opportunity to re-shape our partnership and delivery arrangements to further improve impact in this area. This is reflected in the Key Actions.

WHERE WE NEED TO DO BETTER

Linked with citizenship work in schools and youth services, we need to make sure that we provide more opportunities for young people to take part in volunteering in their local community and better information about what is available.

We need to improve the coordination and impact of youth engagement activities. Specifically, we need to do more to help looked after children to take an active part in their reviews.

Support for parents of challenging teenagers is an area where there are few existing methods found to be effective. Our Positive and Responsible Parenting Strategy (see page 11) must identify effective practices and make sure that all parents in Manchester can get support. We need to integrate services locally and support families with difficult teenagers, in particular, through the new Children and Young People's Teams.

High levels of youth offending, and re-offending and anti-social behaviour remain a concern. We need to take full advantage of the launch of the Government's Respect Action Plan to bring together the wide variety of activities and agencies tackling anti-social and promoting pro-social behaviour.

All schools must have effective practices in place to stop bullying and to help pupils behave well in and out of school. Transition between schools is an area where our good work must be spread round the city, particularly given the high levels of pupil mobility.

We estimate that there are a large number of 'Young Carers' in the city, voluntarily taking on caring work in the family. We need to gain a much more sophisticated understanding of the numbers of and needs of this group.

WHAT DO CHILDREN, YOUNG PEOPLE AND PARENTS SAY IS IMPORTANT?

Children and young people are very keen to improve their communities and be involved in the developments in the city. They want to be able to express

their views to key City Council officers and Elected Members and to be involved in decision-making. They are critical of adults' willingness to listen and take action as a result, including the effectiveness of Schools' Councils. They are keen to make a positive contribution, but are often unclear what this means and how to get involved. Young people identified their positive contribution through activities such as music, drama, sports, and as young citizens.

It is difficult to ascertain how big a problem bullying is both in and out of schools in Manchester from the data collected from the consultations. Bullying is being reported as a threat to safety. 25% of primary school children reported that they sometimes feel afraid to go to schools, (SHEU 2005), and 24% of respondents for involved in the Children and Young People's Plan consultation also reported that bullying needs to be addressed to stay safe. Children and Young people also reported that they feel intimidated by groups of teenagers or young adults when they are on their own or with their friends, which can prevent them from participating in activities.

Young people invited to join a meeting of the Executive Partnership Group of the Crime and Disorder Partnership on 20 December 2005 emphasised the value of peer support and mentoring in dealing with bullying and supporting victims. They also highlighted the need for local dialogue with the Police to build trust and confidence, particularly in reporting crimes. There is also a perception that bad behaviour gets rewarded and a view that any special activities should be open to all.

Children and young people recognise they have a responsibility to themselves, other young people and their communities and are critical of others who get involved in crime and anti social behaviour, giving young people 'a bad name'. They see tackling some young people's anti-social behaviour as important in making it safe for other children and young people to participate and contribute.

Parents feel young people get a very bad press and that all young people are judged by the behaviour of a few. But they do worry that they can't bring their children up with good moral values when they are surrounded by families with very negative values. It was suggested that there should be supervision of young people coming out of high schools at the end of the day. Parents want good communication around bullying, and for their child's concerns to be taken seriously. There are particular worries about bullying at secondary schools and on buses to school. Parents want their children to have the chance to do volunteering and work experience. Parents feel schools could help to build community spirit and provide a way for parents and children to make a contribution to their local community.

POSITIVE CONTRIBUTION - KEY ACTIONS

Implement the Children and Young People Engagement Strategy.

We need to do more to help looked after children to take an active part in their reviews and to extend the work of engaging young people in positive activities to those in independent homes.

We will conduct an annual sample survey to monitor the proportion of young people engaged in volunteering and the degree to which they feel they have an influence. Future targets will be set once a baseline is in place during 2006/07.

We will make sure that all schools plan for new pupils effectively so that transition to new school is as successful as possible.

We will make sure that all schools and other settings have effective systems in place for tackling bullying and continuing to improve Personal, Social and Health Education and Citizenship teaching, including addressing anti-social and gang-related behaviour. In addition over the next year we will extend our current monitoring of racist incidents to other forms of hate crime and bullying.

In order to help prevent and deal with bullying extend the Healthy Schools Programme to all schools to meet national timescales.

Continue to implement the Primary and Secondary Behaviour Strategies which have been developed on the basis of evaluated practice in the Behaviour Improvement Programme Schools (BIP), the National Behaviour and Attendance Strategies and developing more effective practice in mainstream schools. The Strategies emphasise the link between effective teaching and learning policies and behaviour.

Ensure the local authority and other partners, including schools, are in a position to meet the new requirements set out in 'Better Standards' for provision for excluded pupils by the statutory deadline of September 2006.

We will increase the range of courses available for parents, in particular of teenagers, and provide individual support for parents with vulnerable teenagers through the new youth support teams that will be in place across the city.

We will bring together specialist workers for children and young people who are involved in criminal and anti-social behaviour, particularly those who are re-offending and where they are involved in substance abuse, into local teams to provide more integrated support for these young people and their families.

Manchester Leisure will continue to deliver the Home Office funded Positive Futures initiative during 2006/07 and 2007/08.

By May 2006, the Crime Reduction Partnership will put in place revised arrangements to improve the coordination, speed and effectiveness of community level interventions to tackle anti-social behaviour.

The Crime Reduction Partnership and the Children and Young People Partnership will work together to develop a shared approach to promoting pro-social behaviour and access to good quality, safe activities, particularly involving the re-modelled youth services, schools, the voluntary and community sectors and young people and parents. This work will include exploring the development of community agreements along the lines of the 'Mancunian Agreement' that will be central to Manchester's revised Community Strategy. Progress on this work will be reported to the Children's Board by October 2006.

The Children's Board and the Children and Young People Partnership will by June 2006 review the Respect Action Plan to ensure all appropriate measures are in place within children's services.

Continue the Young Advisers pilot in East Manchester pending the outcome of the national evaluation during 2006/07.

The multi-agency Young Carers Steering Group will report to the Children's Board by June 2006 on the work to quantify the number of young carers and their needs, and the implications for access to support.

ECONOMIC WELLBEING

What do we mean by Economic Well Being?

In Manchester we want all our young people to be in a position to be able to compete successfully for the jobs which the Greater Manchester economy is generating in increasing numbers. We also want them to be able to secure good incomes, sustainable and positive lifestyles, and to be able to take advantage of all that the City has to offer. It is crucial that we help young people in Manchester to prepare for work by developing the right generic and other skills and attitudes, and by achieving good qualifications, so that they can play a full part in the local economy and contribute fully to the development of their neighbourhoods and the city.

High Level Performance Levels and Targets

All the following figures are based on academic years

High level performance measure	Current performance (04/05)	Targets		
		05/06	06/07	07/08
Percentage of 16-18 year olds not in education, training and employment	16.4%	10.9%	10.5%	9.8%
Percentage of 19 year olds achieving NVQ level 2 or equivalent.	04/05 figures available by end Feb: (03/04 - 60%)	65.5%	tbc	68.5%

Current Position

Overview and Economic Outlook

Manchester lies at the heart of Greater Manchester and of the Manchester City Region economy, which is the largest and fastest-growing sub-regional economy outside of London and the South East. This economy has been founded on a strong manufacturing base, which continues to be an important part of the economy despite diminishing employment levels. However a key driver of the growth of the economy in recent years has been the rapid development of the service sector and in particular financial and professional services. The development of these and other sectors has been founded in large measure on the City Region's very strong higher education base, which in turn is central to the Manchester: Knowledge Capital initiative, which seeks to capitalise on these assets and to position the City Region as a major force in the global knowledge economy.

Over the coming years the economic outlook for the Manchester City Region looks very promising, with 100,000 to 160,000 net additional jobs projected by 2015, predominantly at skill levels 3 and 4 (level 3 equates to A level standard and NVQ level 3, level 4 equates to Foundation Degrees and NVQ level 4) and with substantial additional job opportunities generated by replacement

demand, even in sectors which are static or declining, because of the age profile of the current workforce.

This promising outlook is underpinned by the successful partnerships which the City Region has developed between the various local authorities, private employers, the Universities, and publicly-funded agencies, supported by Manchester Enterprises, the economic development agency for the area.

Local authority early years centres offer a wide range of opportunities to families to assist economic independence including;

- Daycare to enable parents to work. Over 60% of core places available are utilised by Manchester parents in employment, many of whom are lower paid workers.
- Many sites offer opportunities for parents to engage in training and educational based activities this is done in conjunction with other partners for example Manchester Adult Education Service.
- Places are also available for parents who undertake training or study opportunities to increase their employability.
- Formal links with Job Centre Plus have been established to enable a fast track approach to childcare placements for parents returning to work.

Lack of affordable childcare presents a barrier to parents taking up training and employment opportunities. A detailed childcare strategy is being developed within each of the six districts to ensure that there is an accurate analysis of current and future demands and district plans established to improve the availability and quality of all childcare provision, including out of school and holiday care. There is a Sure Start structure review underway which includes an increase in the establishment of business support and quality assurance officers to ensure that all childcare providers have access to comprehensive pre-registration support and ongoing guidance and advice on maintaining a sustainable and effective business with a focus on delivering 'customer-focussed' excellence. The Children's Information Service will work with the network of children's centres and childcare providers across the city to ensure that families have easy access to childcare.

Issues

In terms of Economic Well Being, Manchester can point to a number of positive trends and developments:

- The economic outlook described above.
- Strong local and sub-regional partnerships.
- A wide range of innovative projects and initiatives aimed at improving achievement and progression rates among young people.
- Consequently improving attainment and progression rates and reducing numbers of young people who are NEET
- Major planned capital investment in transforming the City's secondary education provision through the Building Schools for the Future Programme.
- A clear and coherent 14-19 strategy.

- Some excellent provision (one of three national exemplars for a 14 -19 on line prospectus), which is receiving increasing national recognition.
- An area-wide prospectus for 14-19 year olds that can be used as an online tool for Connexions personal advisers, and which is now a national exemplar.
- Targeted measures to support vulnerable young people, including those with learning difficulties and disabilities, looked after children and other children in need. Care Leavers are supported by Manchester Leaving Care Service, the Making it Work project and Connexions with the objective of increasing the numbers in education employment and training.
- Evidence of added value between 16 and 19 as the position of Manchester improves compared to other Greater Manchester Authorities in terms of the proportion of 19 year olds achieving level 2 (currently stands at 60%) and the retention rate at age 17, which is currently 73%, only one percentage below the national average.

Manchester will also benefit from national developments such as:

- The introduction in 2008 of the new Diploma framework, along with the increased emphasis on improving the English, Maths and ICT skills of young people.
- The new process of 16-19 competitions run by the Learning and Skills Council (LSC), which will provide the opportunity to secure new 16-19 places in areas of economic deprivation linked to the needs of employers.
- The introduction in 2006-2007 of the LSC's new 16-19 Capital Fund that will complement the Building Schools for the Future resources by providing new vocational facilities linked to 14-19 collegiates.

However these positives need to be set against the considerable challenges which the City faces. Although it lies at the heart of an extremely successful economy, it contains a very high proportion of the most deprived wards in the country, with a range of attendant problems in terms of high levels of poverty (including child poverty), poor health, and high levels of crime and other anti-social behaviour. As a result, there are some major issues to be addressed in terms of the Economic Well Being of Manchester's young people, such as:

- (As reflected in the Enjoy and Achieve section), patterns of attendance and attainment at age 16 (Key Stage 4), although improving, remain relatively poor.
- High concentrations of deprivation and economic inactivity are reflected in low aspiration levels and job/life horizons, constrained by a narrow, and sometimes negative, range of role models.
- Post-16 progression and attainment levels, though improving, are poor by national standards.
- Similarly, although diminishing, the levels of NEET young people and youth unemployment remain unacceptably high, particularly for young people with learning difficulties/disabilities.
- All of these problems and the national issues around generic skills levels are reflected in negative perceptions held by employers about

young people and their work-readiness, to the point where school leavers are often regarded as a last resort by employers when considering different potential sources of recruits.

- These problems also extend to those young people entering and leaving higher education, where, because of the lack of sufficient generic, vocational or occupational skills, many find themselves under-employed in skill level 2 (level 2 equates to 5 A*-C GCSEs) occupations, resulting in frustration for them and under-utilisation of its assets by the sub-regional economy.
- In addition although alternative accreditation routes are available for young people with learning difficulties and disabilities these qualifications are not always valued sufficiently by those beyond the young person's immediate circle.
- Finally, Manchester shares with most other inner city areas the problems of: gender stereotyping in terms of educational and job choices; significant differences in patterns of achievement, progression etc. by different ethnic minority groups; a relatively high number of young offenders; a high incidence of teenage pregnancies and lone parents, (particularly among the NEET group); and disappointing levels of enterprise.

The net result of all this is that there is a serious mis-match between the wealth of high-skills job opportunities which the economy is generating and the capacity of local young people to take advantage of these opportunities. This represents a major social and economic challenge to Manchester and to the wider City Region.

Do Better

The areas where we need to do better follow naturally from the above issues. We need to:

- Continue to raise attendance and attainment levels and to promote progression post-16 into further education and into employment with training.
- Raise aspirational levels (both for higher skills and for a wider range of job/career options) from primary school level onwards.
- Make a wider range of opportunities available to young people, with easier progression routes between opportunities.
- Work with employers and employer organisations to improve the work-readiness of young people, capitalising where appropriate on opportunities arising from their part-time employment.
- Use the same contacts to promote enterprise and entrepreneurialism.
- Continue to focus on improving outcomes for vulnerable groups, including young people with disabilities and learning difficulties, looked-after children, the chronically ill and young offenders.
- Underpin all of this with more holistic actions geared to families as a whole, where there is scope for mutually reinforcing activity to raise the aspirations and skills levels, and ultimately prosperity, of the whole family unit.

- Ensure that all young people with learning difficulties/disabilities leave school with a transition plan which has been developed using a person-centred approach.

What Do Children, Young People And Parents Say is Important?

A significantly high number of children and young people think that schools and colleges should have better links with the 'world of work' and offer more work experience / job placement opportunities. Consultations by Connexions and the Children and Young Peoples Partnership confirm that Manchester's young people share similar aspirations with their counterparts across the country. They want:

- Closer links between schools/colleges and the world of work to encourage and provide work experience options.
- More practice interviews etc.
- More and better information on educational, training and job opportunities.
- Advice from people they can trust, with a down-to-earth practical approach.

Parents passionately want their children to have a better chance of university and/or a good job than they had themselves, but are not confident that this will happen. They want good realistic careers advice, practical skills in secondary schools, and opportunities for apprenticeships for young people. Parents see university fees as a real barrier to their child attending university and getting a good job, and are not aware that low income families may qualify for assistance.

Many parents want the chance to learn with their child and to improve their own skills. Computing courses and English language courses in schools were popular. Some parents would like to work e.g. as Teaching Assistants, but would be barely better off than on benefits. Parents want help with debt advice, from filling, opening bank accounts, CVs etc.

Economic Well Being - Key Actions

In order to maximise the Economic Well Being of Manchester's young people, the key actions will be to:

- Support the measures to improve attendance and achievement levels set out in the Enjoy and Achieve section.
- Implement the NEET plan through a multi-agency approach and a zero tolerance of school leaver unemployment.
- Work with schools to enhance the emphasis on generic skills, English, Maths and Sciences, in recognition of the importance attached to these by employers and of the growing numbers of job opportunities that call for these qualifications.
- Capitalise on the increasingly sophisticated information which is now available about the local economy and future job opportunities, as a basis for improving radically the information available – both directly and through intermediaries – to young people about opportunities in

the Manchester City Region, and underpin this by further development of the vacancy referral and job-placing arrangements for young people.

- Complement this and other measures with a fundamental overhaul of the levels and methods of employer engagement with education (at all levels) in Manchester, transforming the breadth and depth of this. We need to provide a framework whereby a much wider range of employers (including key public sector employers such as the City Council and Health Service) are able to engage with the education system in providing exposure to the workplace throughout a young person's education in order to ensure the best possible transition to work.
- As part of this it will be important to develop an integrated set of progression routes incorporating a spectrum of Apprenticeships and other work-based learning opportunities (comprising the 14-16 re-engagement programme/ MPower, E2E, Young Apprenticeships, mainstream Apprenticeships and Professional Apprenticeships).
- This should be combined with a continuing emphasis on the value of progression to higher education, but with an enhanced emphasis within this on making use of more flexible routes to higher skills, (i.e.: including Foundation Degrees and other work-based routes to level 4 and 5 qualifications, and not simply traditional 3 year degrees)
- Use the Local Enterprise Growth Initiative as a basis for developing and enhancing enterprise education in schools, colleges and higher education, to promote greater initiative and entrepreneurialism on a broad front as well as higher levels of business start-up and self-employment.
- Continue and develop district based work to fulfil the Childcare Bill requirement for a range of flexible childcare services to be available to meet parents' needs

USE OF RESOURCES

Our objective is to ensure that the finite resources available in the city are used in the most efficient and effective way to achieve the biggest possible improvement in outcomes for children and young people. This section of the plan sets out how commissioners and providers of children and young people's services will work together to achieve this.

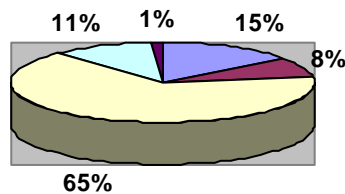
Each partner agency is preparing the ground for the move from single agency planning to a more integrated approach. This plan has a vital role in setting out the partners priorities and informing the investment decisions. It is directly linked to resource plans in the main statutory providers and commissioners of services for children and young people, namely:

- The Council's Three Year Service and Budget Strategy
- The Primary Care Trusts Local Development Plan and will inform their longer term Strategic Service Development Plan.
- The Learning and Skills Council's plan

CURRENT EXPENDITURE ON CHILDREN'S SERVICES

To give an indication of the current level of expenditure on Children's Services, the total planned spend for services within the Local Authority and schools for 2005/06 is £448 million. The breakdown of the planned spend is shown in the pie chart below.

Children's Services Gross Budget 2006/07



■ Social Care ■ Children & Young People ■ Schools ■ LEA ■ Youth Justice

Awaiting info on PCT Spend.

FOCUS ON PREVENTION AND EARLY INTERVENTION

It is a priority to start our contact with children and young people at an earlier stage in order to meet the expectations set out in Every Child Matters and prevent the need and to prevent greater costs being incurred at a later date.

It is difficult to accurately calculate the total level of spend on preventative services in Manchester as work is carried out by a number of different agencies using a variety of funding streams. Approximately £30.5 million of expenditure in preventative services has been identified although this does

not represent the full picture. Of this total £23 million relates to Sure Start and Children's Centres. The challenge is to use existing resources differently to intervene earlier while also dealing with the high levels of complex needs within the City. To achieve this we need to look at all the funding available to each partner and how we can jointly use these budgets to improve outcomes for children and young people. We will do this through the following:

Local Area Agreement

As explained in the opening section of the Plan, Manchester's Local Area Agreement has children and young people at its core. Over time the LAA will enable funding streams across the Manchester Partnership to be used jointly to target resources to children's needs on a District basis. Achieving real and lasting change in Manchester is dependent on how we use our current sources of funding more effectively. Although the scope for change and to jointly use those resources is limited in the first year of the LAA, it is a priority to take this forward.

Building the Infrastructure for Preventative Working

The infrastructure will be developed through:

- The Children and Young People Multi Agency Teams – By working collaboratively and creatively to meet local needs they should also have the potential to free up resources by reducing duplication and streamlining referral processes.
- District Based Commissioning – Where possible, responsibility for improving outcomes for children and young people will be placed within the new district partnership arrangements and these will provide the forum for decisions about refocusing resources and implementing good practice.
- Information Sharing and Assessment - Families and staff report that it is difficult to know what services are available. The issue of information and publicity for services is an important one, which is being addressed through work on the service directory and through district based partnerships and locality based multi agency teams.

Pooled budgets

Arrangements for pooling budgets for Children's Services are being developed through the Integrated Commissioning Project. Key to the success of district commissioning will be the flexible deployment of resources to support local priorities, and how the funds of the partners can be brought together, or pooled to support these arrangements. The work will learn from and build on the pilots in East Manchester and Wythenshawe. In 2006/07 these partnerships will use the Children's Fund and potentially other sources of local funding to commission preventative services including parenting and family support services.

In many areas arrangements to jointly use resources are already in place, or are being developed. Examples include:

- For pupils with statements of special educational needs a multi-disciplinary assessment is carried out and agencies then commit their resources to meeting the needs identified.
- There is a multi-disciplinary panel to agree funding for children and young people who require placements in residential placements.
- Health Improvement Programme and Healthy Schools Initiatives
- Sure Start – District commissioning arrangements. Commissioning managers are responsible for allocating resources in a synchronised way with other budgets to ensure outcome focused delivery to the under 5's. This involves aligning spend with the Early Years Service, Education funding for the under 5's and to deliver the core offer through close co-ordination with Health and Social Care, Job Centre plus and other relevant agencies.

FUNDING PRIORITIES 2006/09

The Manchester City Council Service and Budget Strategy and the Primary Care Trust Local Development Plans set out the funding priorities for 2006/07 and beyond. Resources are in place to support the key actions and many of the actions are already included in the spending plans of the relevant agency. Key areas are outlined in the table below.

Establishing Children's Trust arrangements – resources are in place from ... to support the development of multi agency teams, set up the six District Boards. Felt we ought to draw attention to how we will fund.

The Prevention Strategy outlines how resources will be focused towards developing preventative services.

Being Healthy - ?? key actions not in plan yet

Staying Safe – Additional resources have been identified to achieve the key actions. These include funding from the Children's Services Grant to meet the Foster Care and Adoption Services targets and additional funding of £x for the Safeguarding Board agreed by each agency totalling £x .

Enjoying and Achieving – Pauline have you got a sentence to add?

Making a Positive Contribution –

Economic Wellbeing - give confidence that actions in the plan are “affordable and not merely a set of aspirations need to demonstrate how we will achieve refocusing of resources while maintaining essential services”.

SERVICE EFFICIENCY, EFFECTIVENESS AND PERFORMANCE

Providing Value for Money

In the utilisation of public funds we are responsible for ensuring that we have robust arrangements to secure value for money. Budgets for all agencies are under pressure. The Council is investing an additional £8 million into Children's Services in 2006/07 and it is essential that services provide value for money. Our strategy for improving this includes:

- Development of integrated commissioning strategies – planning for services based on an analysis of need and performance looking at trends and indicators. The absence of improvement is a clear indication that services should be changed and resources deployed differently.
- Implementing the Prevention Strategy
- Ensuring that budget management arrangements are robust and that assessed services are targeted to those who most need them.
- Ensuring that our unit costs are competitive for example reducing unit costs for children's residential and foster care by increasing occupancy and cost effectiveness in internal provision and improving how we purchase care from the external sector.
- Continue to improve the quality of LEA services offered to schools (monitored by the Audit Commission School Survey).

Asset Management

The Children's Board has a key role in co-ordinating strategic planning and the use of capital resources. The Board is linking initiatives such as Building Schools for the Future and the recently announced proposals for changes to National Health Services for children in Manchester.

Effective and coordinated capital planning is essential to make the best use of capital assets. Multi agency project management arrangements are in place to ensure the delivery of:

- The Sure Start Strategy
- Building Schools for the Future
- The location of multi-agency teams

Use of Technology

Then Manchester Improvement Programme provides a Council-wide commitment to harness the efficiencies that can be gained by using new technology. This commitment extends to ensuring that the Council systems can communicate effectively with those of other partners, particularly in the Health Sector.

As part of this programme the council is intending to replace its finance and HR reporting systems and deliver a pilot customer relationship management system using a SAP technology platform. The Electronic Social Care Record System (ESCR) will also be delivered using the same technology and will integrate the requirements of an integrated children's system.

Manchester's Child Index will be in place by end of March 2006 and will enable multi agency access to basic information about services provided to children in Manchester.

There is a central data collection point for all agencies to report Children who maybe Missing from Education. A Pupil Tracking officer is in post and the database is updated as information is received. The internal Education Management System (EMS) is also updated at the same time.

A protocol has been developed and arrangements for sharing information and transferring records are currently in discussion. Every child has a key worker who produces an action plan appropriate to each situation.

WORKFORCE DEVELOPMENT

It is recognised that there are a number of different aspects to the workforce development agenda cutting across health, education and social care as well as the voluntary and independent sector and the need for a joined up strategy for workforce planning and development, including culture development for staff working in all children's services is acknowledged.

The Children's Board have identified a lead officer who is working with key partners within each agency, the Children's Workforce Development Council (CWDC) and North West Employers Organisation (NWEO) to progress this agenda. To support this work and enable engagement at a strategic level the establishment of a multi agency children's workforce partnership board has been agreed. This partnership board will be chaired by the Director of Children's Services and supported by a steering group led by the lead officer.

Progress to date:

- Some mapping of the workforce for example the social care sector, schools and early years has taken place and this will be a priority over the next few months.
- A detailed multi-agency analysis of the existing children's workforce within statutory services has been completed in preparation for Children and Young People's Teams. Use of the common assessment framework, development of the common core of skills, sharing of information and ongoing review of the skills needed in the workforce have been incorporated into the forward project plan.
- Manchester has been selected as part of a six-authority pilot in quality workforce development involving extended schools. We aim to coordinate this with the phased development of Building Schools for the Future and Sure Start so that schools experience one coordinated programme.
- A generic pilot induction programme for children's services based on the common core has been developed and will be piloted across a number of agencies in the summer of 2006.
- Manchester City Council is working with NWEO to develop an on line skills audit tool based on the common core. Again this will be piloted in 2006 and if successful used across a wide section of the children's workforce.

The steering group has begun to meet and is beginning to identify key priorities to support the development of the children's workforce strategy. This will build on work already in place in Manchester for example;

All schools in Manchester have been supported to achieve compliance in terms of the remodelling agenda. However to enable schools to achieve increases in efficiency, capacity and a workforce capable of delivering extended services, schools remodelling activities will now be progressed within the wider workforce strategy. To enable this Manchester has appointed a School Workforce Adviser.

The Sure Start workforce development programme is focussed on the recruitment, retention, training and development of both the childcare and play sector in Manchester. Three district based workforce development groups have been in place for some time that enables a partnership approach to the planning and delivery of priorities across the voluntary, independent and statutory sector. A similar approach has been developed to support the social care workforce including Foster carers.

In Health services there is a clear recognition that the future children's health workforce needs to change to accommodate new ways of working. This will involve skill and role mix and the introduction of new roles such as the Advanced Practitioner and Assistant Practitioners. PCTs and acute trusts are in the early stages of planning for these roles and opportunities exist for joint roles between Health, Education and Social care

The City Council as a whole is developing a workforce strategy that outlines its strategic priorities. Work within the Children's Directorate to tailor this to the specific needs of Children's Services has already begun through identification of existing strengths and deficits, active planning of recruitment and succession programmes and a stronger emphasis on competency frameworks. This approach is now being embedded in the Planning and Performance Frameworks. In September 2005, a robust policy framework and an action plan for workforce development was introduced across the Children's Directorate setting clear standards for induction, appraisal, supervision and performance management.

PERFORMANCE MANAGEMENT AND REVIEW

The Plan will be monitored by the Children's Board. The Board is chaired by the Deputy Chief Executive of the Council and includes partners from Health and Police. A full review will be carried out on an annual basis. The Council's Scrutiny Committees will also examine progress.

We will not be successful in delivering the improvements set out in this plan unless each agency and its individual workers are clear what they need to do to achieve them. Performance management is the way we channel the expertise, enthusiasm and commitment of the people who work with and for children and young people in Manchester to meet the city's vision for children's services. Each agency must ensure that :

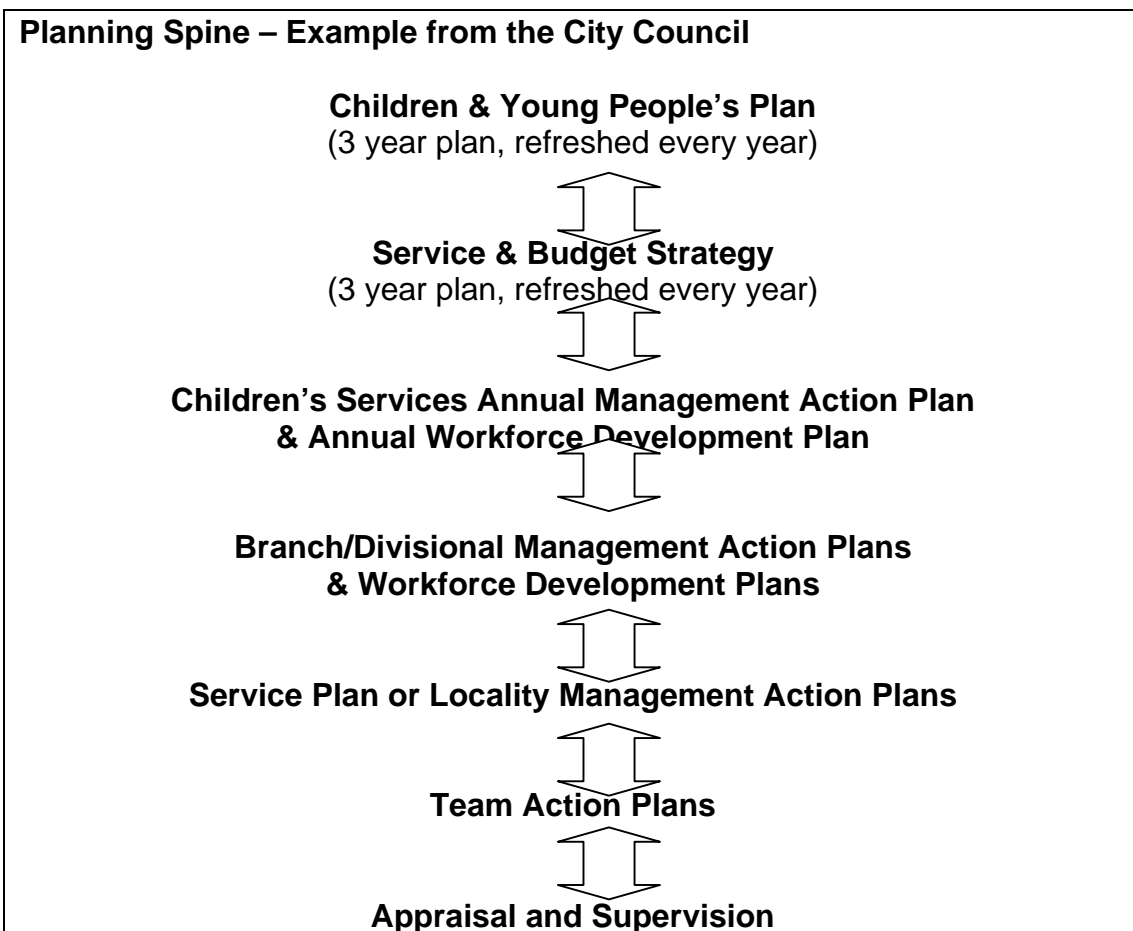
- Everyone uses evidence and knows what we want to achieve
- We regularly check our progress, looking at results and listening to children, young people and partner organisations, so we understand what we are achieving and the impact of our actions.

- We support people to achieve the key issues and outcomes.

Within the City Council a “Performance Management Framework” based on best practice from both Education and Children’s Social Care has been established. This covers:

- Planning and target setting
- Risk Management
- Performance Monitoring
- Programme/project management approach to service improvement
- Clearly linking to the Workforce Development Plan.

It establishes a planning spine that clearly links to the C&YPP to individual appraisal.



Performance management processes are also embedded within the Primary Care Trusts (PCT's). The Strategic Service Development Plan sets the ten year strategic direction. The Local Development Plans for 2006/07 will cover all the main areas of PCT activity. These are supported by Service Plans for areas of service delivery and plans in areas where there are key targets to achieve.

MANAGING RESOURCES – KEY ACTIONS

Establish a process to monitor the impact of prevention strategy on the capacity to develop and commission services that are able to intervene earlier.

Implement the district based integrated commissioning model, including increased use of pooled budgets.

The development and delivery of a strategic joint workforce development plan that covers the agreed joint children and young peoples and families workforce priorities across all sectors.

Work will be carried out to ensure the planning and performance management systems of Health are fully aligned to the priorities for Children's Services set out in the C&YPP.

In the meantime, firm up medium term budget plans within the existing planning systems of the main statutory partners to ensure appropriate resourcing for years 2 and 3 of this Plan and beyond

We will finish the development of electronic systems which will allow us to track children and families so that information is passed on and so that we can give support to children and families who need it.

Key action to be specified on capital investment.